UNIVERSITY OF MASSACHUSETTS
COMMITTEE/BOARD MINUTES 1996

ACADEMIC AND STUDENT AFFAIRS

1. February 6, 1996 UMASS Boston
2. April 2, 1996 18 Tremont St, Boston, MA
3. May 29, 1996 18 Tremont St, Boston, MA
4. July 31, 1996 18 Tremont St, Boston, MA
5. October 7, 1996 18 Tremont St, Boston, MA
6. November 20, 1996 18 Tremont St, Boston, MA

ADMINISTRATION & FINANCE

1. February 6, 1996 UMASS Boston
2. April 3, 1996 18 Tremont St, Boston, MA
3. May 29, 1996 18 Tremont St, Boston, MA
4. August 5, 1996 18 Tremont St, Boston, MA
5. October 3, 1996 18 Tremont St, Boston, MA
6. November 21, 1996 18 Tremont St, Boston, MA

DEVELOPMENT

1. June 3, 1996 18 Tremont St, Boston, MA
2. August 7, 1996 Sheraton Inn, Lowell, MA
3. September 12, 1996 18 Tremont St, Boston, MA

ATHLETICS COMMITTEE

1. April 3, 1996 18 Tremont St, Boston, MA
2. November 21, 1996 18 Tremont St, Boston, MA

AUDIT COMMITTEE

1. January 10, 1996 18 Tremont St, Boston, MA
2. March 21, 1996 UMASS Worcester
3. July 10, 1996 18 Tremont St, Boston, MA
4. September 10, 1996 UMASS Worcester
5. November 21, 1996 18 Tremont St, Boston, MA

INVESTMENT SUBCOMMITTEE

1. May 14, 1996 18 Tremont St, Boston, MA
2. September 12, 1996 18 Tremont St, Boston, MA

NOMINATING COMMITTEE

1. June 20, 1996 Boston Marriott Hotel, Newton, MA
2. July 22, 1996 Boston Marriott Hotel, Newton, MA

COMMITTEE OF THE WHOLE

1. February 6, 1996 UMASS Boston
2. December 3, 1996 UMASS Worcester

BOARD OF TRUSTEES

1. February 7, 1996 UMASS Boston
2. April 11, 1996 UMASS Dartmouth
3. April 30, 1996 Union Club, Boston, MA
4. June 5, 1996 Parker House Hotel, Boston, MA
5. August 7, 1996 UMASS Lowell
6. October 9, 1996 UMASS Amherst
7. December 3, 1996 Beechwood Inn, Worcester, MA
8. December 4, UMASS Worcester

UNIVERSITY OF MASSACHUSETTS
COMMITTEE/BOARD MEETINGS
1996 MINUTES

- COMMITTEE ON ACADEMIC & STUDENT AFFAIRS
- COMMITTEE ON ADMINISTRATION & FINANCE
- DEVELOPMENT COMMITTEE
- ATHLETIC COMMITTEE
- AUDIT COMMITTEE
- INVESTMENT SUBCOMMITTEE
- COMMITTEE OF THE WHOLE
- BOARD OF TRUSTEES

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UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, February 6, 1996; 12:30 p.m.
Chancellor's Conference Room
Quinn Administration Building
University of Massachusetts Boston
Boston, Massachusetts

Committee and Committee Staff: Chair McNeil; Trustees Kraft, Lewenberg, Morrissey, Okray, Poduska (arrived late), Sweeney and Taylor (arrived late); Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustee Naughton

Other Trustees: Trustees Andriolo, Giblin, Hoff, Karam and Rivera

University Administration: President Bulger; General Counsel Kirby; Vice President/Secretary Boyd; Interim Vice President Deck; Vice President Chmura; Associate Vice President Layton; Chancellors Cressy, Hogan, Lazare, Penney and Scott; Provosts Crosson, Esposito and Taggie

Faculty Representative: Professors Carroll, Knight, May, Phelan and Dr. Cooke

Chair McNeil convened the meeting at 12:45 p.m. and began by welcoming President Bulger. President Bulger then thanked the Board members for their support and their welcome. He also thanked faculty members and others across the University with whom he had met in the early part of his Presidency. The President then reviewed the agenda with the Committee.

The first item on the agenda for action was the Appointment With Tenure, UMASS Amherst. Trustee McNeil then asked for a vote to enter into executive session to consider this appointment. Trustees Kraft, Lewenberg, and Okray voted for the motion, as did Chair McNeil. The Committee would reconvene in open session after this item.

At 12:55 p.m., the Committee reconvened in open session.

The next discussion item on the agenda was the Academic Program Review. Vice President Deck reminded the Committee that the Board had voted at its last meeting that the President would oversee the Academic Program Review with the Chancellors, and report back to the Committee at this meeting. The Chancellors had prepared information including numbers of graduate and undergraduate programs that would be affected by reductions, eliminations, reconfigurations or enhancements; total dollars to be reallocated from the FY96 budget; and an update on the timing for these activities. Provost Crosson and Chancellor Scott then described the process that they had engaged in that brought the particular recommendations forward, including input from the Faculty Senate, and also discussed the importance of converging these recommendations and plans with the campus's strategic plan allowing for a total reallocation of resources. Provost Esposito then gave a summary of the process on the Boston campus, including the involvement of the faculty and student senates and the appeals process. He noted that proposed reductions in undergraduate programs partially reflect the declines in enrollment.

Chancellor Cressy then reviewed the process of this review at the Dartmouth campus and also pointed out particular aspects of the review that are taken with consideration of faculty contracts. Their focus in terms of changes and adjustments has been greatly on the institution's mission of teaching and

learning. Provost Taggie emphasized the importance of current and planned collaborative efforts with the other campuses which allow for reallocation in various areas without diminishing the options for students. Chancellor Hogan then reviewed the process for the Lowell campus which began with the Bok Study and the campus' strategic imperatives, and he also identified estimates of reallocated dollars based on the recommendations. Chancellor Hogan said that he is working with the faculty to discuss the recommendations, and will continue to work through the administrative redesign process for continued streamlining.

Discussion regarding these issues, including shared governance, took place, and the Committee encouraged the campus leadership to continue to follow this inclusive process, allowing for input, from faculty and students. The Committee thanked the Chancellors and Provosts for their work, and asked that they be continuously updated, possibly at each meeting. The Trustees further stressed the importance of this process as the means for better managing tight resources while maintaining high quality standards at the University. In regard to the timeline, each campus has different implementation plans which will be phased in over the summer and fall of this year.

The next item on the agenda was the Undergraduate Admissions Policy Update. Chair McNeil asked Vice President Deck to present information on this item. Vice President Deck then reminded the Committee that the Higher Education Coordinating Council (HECC) had adopted new admissions standards, and he reviewed the four new categories that had been established and the basic parameters of each. He then estimated the impact that these standards would have on the University based on the profile of 1995 entering students. Vice President Deck reviewed the last UMASS admissions policy (Doc. T83-113), and described the importance of having an admissions policy that establishes both the criteria involved in admissions and the characteristics of the student body that the institution is committed to admitting.

The Committee then reviewed the draft principles to be used in developing the policy that will come forward to the Committee and Board in April, 1996. Some discussion regarding the authority of the HECC over the University's admissions standards was held, and General Counsel Kirby briefly identified the areas where HECC has authority: approval of degree programs; disapproval of tuition; and disapproval of admissions. The impact of HECC admissions standards on minority students was identified as an area of concern for the Committee, as was the need for measurements of academic success beyond SAT and GPA.

The next item on the agenda was the Alumni/ae Survey Presentation. Vice President Deck then introduced Associate Vice President for Academic Affairs, Daphne Layton, to make a presentation of the results of the first four-campus undergraduate alumni/ae survey. Associate Vice President Layton provided background on the survey, saying that the survey was conducted using the graduates of 1993 which includes those students who were hit hardest by budget cuts and tuition increases. Associate Vice President Layton reported that the number of respondents was very high for this type of survey, and went on to review some of the highlights of the results, pointing out that there is a great deal of information that she was not presenting. She concluded her presentation by thanking the members of the UMASS Institutional Research Group: Marilyn Blaustein and Bryan Harvey, UMASS Amherst; Jennifer Wilton, UMASS Boston; Dick Panofsky and Areta Masi, UMASS Dartmouth; Millicent Kalaf, UMASS Lowell, and also thanked Gary Hammon of University Information Systems.

Each Chancellor then presented some more detailed information from survey results for his or her campus. The Chancellors commented on changes that they will encourage as a result of the survey responses, using the survey results as a management tool.

Vice President Deck then introduced Vice President Chmura to describe the Second Technical Conference on Telecommunications Research and Development which will be held at UMASS Lowell on Tuesday, March 12. Governor Weld is expected to give the Keynote Address.

There being no further business to come before the Committee, the meeting adjourned at 2:50 p.m.

Elizabeth H. Tuthill Farrell
Assistant Vice President for
Board Relations

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, April 2, 1996; 1:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Trustee Poduska, Acting Chair; Trustees Kraft, Lewenberg, Morrissey, Naughton, Okray, and Taylor (arrived late); Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustees McNeil and Sweeney

Other Trustees: Trustees Karam and Rivera

University Administration: President Bulger; General Counsel and Vice President Kirby; Interim Vice President Deck; Vice President Chmura; Associate Vice President Layton; Chancellor Scott; Provosts Crosson, Esposito, Taggie and Tripathy; Mr. Edward Bresnick, Vice Chancellor for Research (representing Chancellor Lazare)

Faculty Representative: Professors Knight, May and Phelan

Trustee Poduska convened the meeting at 1:10 p.m. in the absence of Trustee McNeil and reviewed the agenda. President Bulger commented on the extensive support he has received from the University community during his first months.

Chair Poduska then turned to Vice President Deck to introduce the first policy item on the agenda, **Policy on Undergraduate Admissions**, and provided background information regarding the development of the proposed policy. Vice President Deck then presented highlights of the policy, particularly in regard to the standards also proposed by the Higher Education Coordinating Council. Vice President Deck noted that the University had been discussing these standards for quite some time and actively worked to produce a policy that would be consistent with the University's objectives on access and quality, while also satisfying the standards proposed by the HECC. He said that the University will continue to measure student achievement, and will review and amend this policy as necessary based on future information for any changes which result from future information and can improve the policy.

It was then moved and seconded to recommend that the Board take the following action:

> To adopt the Policy on Undergraduate Admissions as contained in Doc. T96-034. This policy shall replace Doc. T83-113.

Discussion regarding the motion followed, including: concerns that this policy may lead the University to be too focused on entrance indicators in admissions; impact on learning disabled students; importance of K-12 education reform in increasing quality in higher education; the consideration in the policy for various achievement measurements other than GPA and SAT that the University will continue to use in admissions; and concern regarding the impact of the HECC categories regardless of the University's policy. The President spoke to several of these issues, in particular regarding the HECC, and stated his confidence that this policy will bring the University in the direction that the Trustees have emphasized. The President also reiterated the importance of continuous review of this policy. Dan

Georgianna, faculty member from UMASS Dartmouth, spoke to the concern of the faculty regarding the policy's potential impact on access and diversity. Further discussion regarding the importance of this policy for the University was held.

The motion was then called and ADOPTED.

The next item on the agenda was a Trustee-requested item, Meetings of Governing Bodies. Chair Poduska turned to Trustee Okray to provide background information, who also amended his motion. Trustee Okray then moved adoption. It was not seconded.

The next item on the agenda was the Constitution for the Graduate Student Assembly, UMASS Boston. Provost Esposito provided background regarding this vote wherein the GSA will have a formal governance document approved by the Board.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the Constitution for the Graduate Student Assembly of the University of Massachusetts at Boston as contained in Trustee Doc. T96-051, provided, however, that this approval shall remain in effect only until October 15, 1997, at which time the Constitution shall be considered null and void unless the Board has prior to that date acted affirmatively to continue the Constitution in effect. The President and Chancellor shall review the operations of the Graduate Student Assembly and shall, on or before October 15, 1997, make a recommendation to the Board concerning continuation of the Assembly and its Constitution.

The next action item on the agenda was the Appointment as Distinguished Professor, UMASS Amherst. Chancellor Scott reviewed the profile of Professor MacKnight, noting his extensive publications in the high ranking polymer science and engineering publications and other highlights of his record, including grants received, his record as a mentor and teacher and outside scholarly recognition. The Amherst campus has a total of 21 distinguished professors, the last one being named in 1992. Committee members commented on future opportunities for fundraising for endowment of such chairs.

It was moved and seconded. Some informational discussion regarding the title of Distinguished Professor was held. It was then

VOTED: To recommend that the Board take the following action:

> To concur with the President in the appointment of William J. MacKnight as Distinguished Professor at UMASS Amherst.

Trustee Poduska reminded the Committee that the next items on the agenda, Appointment of Tenure and Awards of Tenure, would be taken in Executive Session and that the Committee would reconvene in open session at the conclusion of these actions. It was moved, seconded and

VOTED: To enter Executive Session.

Trustees Kraft, Lewenberg, Naughton and Okray voted for the motion as did Chair Poduska. The time was 2:10 p.m.

The Committee reconvened in open session at 2:50 p.m.

The next item on the agenda was an informational item, Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures, the Intellectual Property Policy, and the Policy on

Faculty Consulting and Outside Activities. Chair Poduska commended all those who have been involved in developing these policies, particularly General Counsel Kirby and Vice President Chmura. General Counsel Kirby informed the Committee that this item would be taken for vote at the Administration and Finance Committee, but is also very important to this Committee as it impacts on the academic mission of the University. She then reviewed how the previous lack of consistent and up-to-date policies impacted on the University. General Counsel Kirby then identified some of the highlights of the three policy areas. These policies are proposed for adoption by A&F tomorrow for the Worcester campus; the other campuses are negotiating these policies with the unions. The intention is to have the conflict of interest policy to be as consistent as possible across the University because it an exemption from certain state conflict laws. In response to questions Attorney Kirby noted that the Board could not insist that the policy be adopted "as is" because the policies are subject to good faith bargaining. If such bargaining results in changes, the President will report back to the Board.

Vice President Chmura then presented information regarding the organizational structure, notably a University Office of Commercial Ventures and Intellectual Property with employees already in Worcester; plans for hiring of professional staff at Amherst and Lowell; the setup of a patent fund; and specialized in-house legal assistance, all of which allow for the support of faculty who have potentially commercializable ideas. He then identified a few examples showing the immediate impact of these new activities. Chair Poduska urged the involvement of the business schools in this entrepreneurial field, and commended again the Administration for their direction in this area.

Trustee Okray then asked that the Constitution for the Graduate Student Assembly, UMASS Boston be added to the Consent Agenda of the Board of Trustees.

It was moved, seconded and

VOTED: To add the previously adopted motion regarding the Constitution for the Graduate Student Assembly to the Consent Agenda of the Board of Trustees for consideration on April 11, 1996.

There being no further business to come before the Committee, the meeting adjourned at 3:15 p.m.

Elizabeth H. Tuthill Farrell
Assistant Vice President for
Board Relations

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Wednesday, May 29, 1996; 10:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair McNeil; Trustees Kraft, Lewenberg, Okray (left early), and Poduska; Ms. Farrell, Secretary to the Board

Committee Members Absent: Trustees Morrissey, Naughton and Sweeney

Other Trustees: Trustees Andriolo and Karam

University Administration: President Bulger; General Counsel and Vice President Kirby; Interim Vice President Deck; Vice President Chmura; Associate Vice President Layton; Chancellors Scott and Hogan; Provosts Crosson, Esposito, Taggie and Tripathy; Ms. Cheryl Scheid (representing Chancellor Lazare); Dean Tom Miller; Vice Chancellor Robinson

Faculty Representatives: Professors Knight, May and Phelan

Guests: Professor Mark Leckie, UMASS Amherst

Chair McNeil convened the meeting at 1:10 p.m. and thanked the members of the Committee and the University Community for all the support given to her during difficult times. She then turned to President Bulger who reviewed the agenda.

Chair McNeil then announced the first action item on the agenda, the **Ph.D. in Biomedical Engineering and Medical Physics (Stage II), UMASS Worcester, Worcester Polytechnic Institute**, noting the importance of this type of program in meeting the University's objectives for collaborative and interdisciplinary programs. Associate Vice President Layton then offered a detailed description of the proposed program, identifying the strong collaboration already in place and pointing out that the program does not require new resources. She went on to say that once this Stage II proposal is approved by the Board, it would then be considered by the Higher Education Coordinating Council. Dr. Tom Miller from UMMC then spoke to the objectives and specific programmatic aspects of this degree.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the Stage II proposal for a Joint Ph.D. Program in Biomedical Engineering and Medical Physics at the University of Massachusetts Worcester and Worcester Polytechnic Institute, as contained in Doc. T95-090, Addendum 1.

Chair McNeil then turned to Associate Vice President Layton regarding the second action item, the **B.S. in Earth Systems (Consolidated Stage I and II), UMASS Amherst**. Associate Vice President Layton informed the Committee that the Administration was bringing this combined Stage I and II proposal in an effort to streamline the approval process. She went on to say that this program

requires no new resources, and is a program that complements other required courses and expands educational opportunities for students. Provost Crosson further described the interdisciplinary nature of this program, building on and adding to offerings in the specialized areas of geology and geography. Provost Crosson also identified several career opportunities for individuals coming out of this type of program. She noted that the program has very strong support at all levels at the campus and does not duplicate programs at other UMASS, state or community college programs. There have also been initial conversations with UMASS Lowell faculty regarding potential collaborations through long distance learning.

Some discussion regarding marketing of this type of program and consideration of enrollments a few years after the program is established was held. Professor Mark Leckie commented on the components of the program and its interdisciplinary nature. Professor Leckie described the extensive outreach programs that the department runs in western Massachusetts, the follow-up interest from freshman survey courses that would lead students to this program, and the possibilities for professional activities and degrees for graduates of this program.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Stage I and II consolidated proposal for a B.S. in Earth Systems at the University of Massachusetts Amherst, as contained in Doc. T96-071.

Chair McNeil then turned to Trustee Okray who brought the next item to the Committee, Amendment to the Code of Student Conduct, UMASS Boston. Trustee Okray described his purposes in bringing this amendment for action, specifically his concern that students receive due process in civil cases, as students are allowed to have legal counsel in hearings arising from actions that are also the subject of pending criminal charges. Vice President and General Counsel Kirby described the review process of the Codes of Student Conduct, and the policy decision to provide required due process in these codes while keeping all legal counsel outside of hearings in order to determine facts without making the hearings overly litigious; University attorneys do not attend any hearings other than those for which criminal charges are also pending where students are represented by counsel. Discussion regarding procedures and processes of hearings and appeals, legal requirements and delegations was held. It was pointed out that students are allowed the right to lawyers, the restriction being the presence of attorneys in disciplinary hearings. Comments from faculty and students regarding this issue were made. It was suggested that all of the Codes of Student Conduct be reviewed again.

Chair McNeil then asked for a roll call vote. Trustee Okray made the motion, it was seconded and

VOTED: To recommend that the Board take the following action:

WHEREAS Senior Administrators are allowed the right to legal counsel during questions of misconduct, and

WHEREAS students should be allowed the right to legal counsel so that their Constitutional rights are not compromised, and

WHEREAS University administrators have the right to consult University legal counsel,

WHEREAS the University cannot reasonably justify denying students the right to legal counsel during a grievance or disciplinary process,

THEREFORE BE IT RESOLVED that the Code of Student Conduct shall be amended under Student Misconduct, Number 6, by replacing:

"The student accused of misconduct shall have the right to be accompanied at the hearing by a member of the University community of his/her choice (except legal counsel) to act as an advocate on the student's behalf."

with the following:

"The student accused of misconduct shall have the right to be accompanied at the hearing by person(s) of his/her choice to act as advocate(s) on the student's behalf."

Trustees Lewenberg, Okray and Poduska voted for the motion; Trustee Kraft voted against.

The next item on the agenda was the Awards of Tenure, UMASS Amherst and UMASS Boston, and Appointments with Tenure, UMASS Amherst and UMASS Boston. Chair McNeil stated that the Committee would then vote to enter into Executive Session for these two agenda items and further stated that the Committee would reconvene in open session at the conclusion of these actions.

It was moved, seconded and

VOTED: To enter into Executive Session for the purpose of considering Awards of Tenure, UMASS Amherst and UMASS Boston and Appointments with Tenure, UMASS Amherst and UMASS Boston.

Trustees Kraft, Lewenberg, Okray and Poduska voted for the motion as did Chair McNeil. The time was 11:05 a.m.

At 11:15 a.m., the Committee reconvened in open session. The next item on the agenda for discussion purposes was the Academic Program Review Update. Provosts Crosson, Esposito, Taggie and Chancellor Hogan all provided written information and oral presentations regarding the status of the Academic Program Reviews on their campuses. Some of the highlights of these reports are noted as follows: at Amherst, the Academic Program Review has been closely tied to the Strategic Plan and both reports have had extensive debate on the campus; Provost Crosson also noted that the resource implications of the Academic Program Review have been built into the Chancellor's expectations for reallocations in academic areas to take place over the next several years. Further, Provost Crosson stated that the department profiles will continue to be used as tools for planning and resource allocation. Provost Esposito informed the Committee that 16 faculty lines will have been reallocated this year, and over the next two years, they plan to reallocate approximately 18 more. Provost Taggie noted that the Faculty Federation had approved the relocation of two departments out of the College of Arts and Sciences (physics and computer science) to the College of Engineering; this move will allow the reallocation of $1.2 million. Provost Taggie also informed the Committee of the likely reduction of 20-25 faculty positions after initially freezing of 45 positions. Chancellor Hogan reminded the Committee that the campus had planned 9 projects (four from the Bok Study) costing approximately $15 million, resulting in cutbacks in both payroll and degree programs. Chancellor Hogan thanked Bob Wagner who has lead the Administration in the bargaining very successfully. Trustee Karam asked that all campuses consider providing information similar to that provided by

the Lowell campus identifying expenses by departments and the number of students in each major, allowing for some direct comparison across the campuses while recognizing that there are some areas where comparison is not feasible.

The next item on the agenda was the **Enrollment Planning Update**. Chancellor Hogan, Provosts Taggie, Esposito, Crosson and Vice Chancellor Robinson provided written and oral presentations in this area, outlining recent numbers and plans for upcoming student enrollment numbers. Projections at UMASS Lowell show that the dormitories will have an approximately 91-92% occupancy rate. Both the Lowell and Boston campuses will see a larger increase in the number of graduate students versus undergraduates, which will grow slightly, while the Dartmouth campus anticipates a slightly smaller freshman class for the fall of 1996 resulting from efforts to increase the SAT's and GPA's of entering students. Provost Crosson reminded the Committee of the activities that have been taking place on the campus in this area over the past year, and Vice Chancellor Robinson reviewed specific enrollment and admissions information. He reported that, in response to the increase level of quality, there are fewer students being accepted and attending, and identified a specific recruitment program for high-ability students, ALANA students, and in-state high-ability students who are being offered a special financial aid package, helping the campus to accomplish its goal of increasing the percentage of in-state students.

The next item on the agenda was the **STrategic Envirotechnology Partnership (STEP) Update**. Vice President Chmura provided background information on this program where four campuses of the University helps companies in the Commonwealth develop new environmental technologies through research and testing. This program is funded by a special state appropriation made two years ago. Each of the four campuses has a particular specialization and is particularly important to the overall effort.

The next item on the agenda was the **Department of Defense Financial Management Training and Education Center, Southbridge**. Vice President Deck reported that this initiative, funded by the Department of Defense is the only training center in the country, and will provide training to all D.o.D. personnel, through both on-site and long-distance learning. UMASS is one of five subcontractors, the only institution of higher education.

Vice President Deck went on to announce that Vice Chancellor/Provost Sukant Tripathy will be returning to the faculty at UMASS Lowell, and Bob Wagner will be the Interim Provost. He also informed the Committee of the President's approval of an extension of sabbatical leave for Dr. Michael Chrysler from UMASS Amherst. Lastly, Vice President Deck announced that the Committee would hear an update on the Engineering Task Force at the August, 1996 meeting.

There being no further business to conduct, the Committee adjourned at 12:10 p.m.

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Wednesday, July 31, 1996; 10:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair McNeil; Trustees Arciero, Carter, Lewenberg, Naughton, Poduska and Taylor

Committee Members Absent: Trustees Andriolo, Croft, Kraft and Sweeney

University Administration: President Bulger; Vice President and General Counsel Kirby; Interim Vice President Deck; Associate Vice Presidents Layton and Griesemer; Chancellors Scott, Hogan and Lazare; Provosts Crosson, Esposito, Taggie and Wagner;

Faculty Representatives: Professors Knight, Singh and Phelan

Chair McNeil convened the meeting at 10:10 a.m. and welcomed Trustees Arciero and Carter to their first meeting as members of the Committee.

President Bulger then thanked everyone for their help during the last six months and expressed his satisfaction with the progress being made on Beacon Hill.

Chair McNeil then turned to Vice President Deck to introduce the policy item on the agenda, System-Wide Policy on Centers and Institutes. Vice President Deck provided highlights from 1994 when this Committee had first considered policy recommendations concerning Centers and Institutes. He then introduced Associate Vice President Layton to give an overview of the policy before the Committee. Ms. Layton reported that the policy is intended to codify the principles expressed in the 1994 report. The new policy will require campuses to have policies and procedures governing the establishment, review, administration, and termination of Centers and Institutes; require that campus policies and procedures be approved by the President; outline some common criteria for approval and review of Centers and Institutes, and establish the authority of the President to approve the establishment of new centers or institutes upon recommendation of the Chancellors.

There was then discussion surrounding the issues of campus governance and that centers should establish guidelines that achieve specific goals with a reasonable time frame and that the products of their efforts relate to the mission of the campuses. There was also discussion about the distinction between centers and institutes and it was agreed that the policy would be amended to include "definition" in the second section. When campus policies governing the centers and institutes are approved the President will ensure that there are common definitions for centers and institutes across the University.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the University of Massachusetts Policy on Centers and Institutes as contained in Doc. T96-096, as amended.

Chair McNeil then asked that the Engineering Study Update come up next on the agenda so that tenure cases can be discussed at the end of the meeting. Vice President Deck reported that in 1994 a report on Engineering had been presented and approved, including the establishment of an Engineering Task Force. It had also been requested that the Board be updated regularly thereafter. He then introduced Associate Vice President Griesemer who first thanked the Deans of Engineering and the Provosts and the Vice Presidents for Academic Affairs for their on-going attention to this issue and proceeded to give a presentation on the Future of Engineering. She listed the goals first provided in 1994: provide first-class engineering education that supports people's ability to perform jobs over their lifetime, to enhance economic development through direct support of industrial activity and conduct leading edge research in selected areas to establish and/or maintain a topnotch status for the University. There had been thirteen recommendations in the report that were grouped into four areas: 1) cross-cutting issues, 2) teaching and learning, 3) diversity and pluralism and 4) economic development. There has been increased quality undergraduate education as well as the quality of students, increased diversity and access; outstanding research enterprise and a focus on economic development.

She further noted that there has been significant progress made towards realignment and reallocation, for instance at UMASS Amherst two departments were merged into a Mechanical and Industrial Engineering department, UMASS Boston has increased the number of engineering courses particularly at the junior and senior level, UMASS Dartmouth has used faculty lines from engineering technology to support the Ph.D. program in electrical engineering, UMASS Lowell has phased out the B.S. program in Nuclear Engineering and the M.S. in Plastics and UMASS Worcester has created a new biomedical engineering doctoral program with Worcester Polytechnic Institute.

It was suggested that Committee members refer to the Executive Summary Report, "Progress on the Future of Engineering" distributed at this meeting for more examples of accomplishments implementing the Future of Engineering Study. The Committee commended the staff for their progress accomplishing these goals.

The next item on the agenda for action was the Distinguished University Professorship, UMASS Amherst. Vice President Deck then asked Chancellor Scott and Provost Crosson to speak of the accomplishments of Professor McIntosh. It was reported that Professor McIntosh is a productive scientist who is recognized internationally for his ability to conceive, fabricate and operate sophisticated microwave instruments. Professor McIntosh is highly commended as demanding and effective teacher with outstanding service contributions.

Trustee Lewenberg requested that the Board have an opportunity to hear Professor McIntosh speak and that this would be a good opportunity to make this award a public event thus enhancing the reputation of the University. Chancellor Scott reported that President Bulger will soon be visiting the Microwave Remote Sensing Laboratory and that this could be a good time for the Trustees to meet with the Professor as well as tour the facility.

Trustee Poduska also suggested that future awards of distinction include a request that the person prepare a lecture as part of the acceptance of such an award which would enhance the honor.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Robert E. McIntosh as Distinguished Professor at UMASS Amherst.

The next item on the agenda was the Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Dartmouth and UMASS Lowell and Appointments with Tenure, UMASS Amherst, UMASS Lowell and UMASS Worcester. Chair McNeil stated that the Committee would then vote to enter into Executive Session for these two agenda items and further stated that the Committee would not reconvene in open session at the conclusion of these actions.

Trustees Arciero, Lewenberg, McNeil, Poduska and Taylor voted for the motion. The time was 11:10 a.m.

It was moved, seconded and

VOTED: To enter into Executive Session for the purpose of considering Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Dartmouth and UMASS Lowell and Appointments with Tenure, UMASS Amherst, UMASS Lowell and UMASS Worcester.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Monday, October 7, 1996; 2:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair McNeil; Vice Chair Poduska; Trustees Andriolo, Arciero, Bissonnette, Carter, Giblin, Karam, Kraft and Sweeney

Other Trustees: Trustee Croft

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice President Botman; Associate Vice President Layton; Provosts Crosson, Esposito, Taggie and Wagner; Associate Chancellor Scheid

Faculty Representatives: Professors Knight, Singh and Phelan

Chair McNeil convened the meeting at 2:05 p.m. and welcomed Vice President Botman and newly elected Trustee Bissonnette to their first meeting of the Committee.

President Bulger then welcomed Vice President Botman who thanked the Committee and said that she looked forward to working with the President, the Board, faculty, students and administrators in an effort to ensure that the University achieves academic excellence.

President Bulger then announced that he would soon begin visiting high schools across the state to meet with students, guidance counselors and teachers to highlight the University's programs and scholarship opportunities to encourage students to apply to the University. Also in the works is a system-wide brochure to be distributed at high schools. He also reported that he has been in discussion with Boston Higher Education Chairman Carlin about offering merit scholarships to two top-ranking students in every high school class in the Commonwealth.

President Bulger also highlighted points of a letter from Charles Baker, Secretary of Administration and Finance regarding the commitment of the state's portion of the five year capital plan for the University. He then commended Vice President Lenhardt for his work on this issue.

Chair McNeil then applauded the efforts the University is making attracting students but added that we must also look at bright and highly motivated students who are sometimes overlooked because of a lack of a high grade point average.

Chair McNeil then announced that "Campaign UMASS" for the Amherst campus will kick-off on Thursday, October 17 in the Mullins Center. The events will run through October 18 and the 19th. Trustee Carter then reported that the Amherst campus has a four-month lecture series on campus commemorating the 50th anniversary of Jackie Robinson breaking the color barrier in major league baseball. He then announced that as part of this series, Branch Rickey 3rd, grandson of Branch Rickey who signed Jackie Robinson would speak on Wednesday, October 9, at Herter Hall. All are invited.

Committee on Academic and Student Affairs
October 7, 1996

The first item on the agenda was Amendments to the Policy on Centers and Institutes. Chair McNeil explained that at the last meeting when this policy had first been approved, the Committee has requested that the policy be amended to incorporate language distinguishing institutes and centers from each other. Associate Vice President Layton then spoke of the added language to the policy. There was a discussion about the meaning of departmental structure. It was then agreed that the policy would be amended further to include the word "ordinarily" in the definition of *Center or Institute* in the first paragraph.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the amendments to the University of Massachusetts Policy on Centers and Institutes as contained in Doc. T96-096, as amended.

The next item on the agenda was Amendments to the Student Disciplinary Codes. Chair McNeil provided some background information on this item: at the May meeting of this Committee former student Trustee John Okray initiated a motion to change the Code of Student Conduct to allow a student to be accompanied by an advocate of his or her choice at a disciplinary hearing. There had been a great deal of discussion on this item and it was recommended that the issue be considered for each campus. The motion was adopted on a three to one vote. At the full meeting of the Board in June, the President asked that the motion not be adopted until the Chancellors had a chance to discuss this issue with their Vice Chancellors and make a recommendation. Trustee Okray tabled the motion until the October meeting. Since that time an Ad Hoc Chancellor's Advisory Group on Codes of Student Conduct was formed and has met to discuss the role of attorneys in student conduct disciplinary proceedings.

Vice President Botman then reported on the recommendations of the Ad Hoc Committee to the Chancellors and President. This Committee is now offering a new motion which would supersede John Okray's motion. The motion before the Committee would prohibit attorneys from serving as advisors or otherwise accompanying students at disciplinary proceedings but permit students who are recommended at the first level for expulsion or suspension over ten days to have attorneys submit a statement to the appellate decision maker before a final decision is made.

Mr. John Okray now Student Senate President asked to speak and read his original motion from May:

> WHEREAS Senior Administrators are allowed the right to legal counsel during questions of misconduct, and
>
> WHEREAS students should be allowed the right to legal counsel so that their Constitutional rights are not compromised, and
>
> WHEREAS University administrators have the right to consult University legal counsel,
>
> WHEREAS the University can reasonably justify denying students the right to legal counsel during a grievance or disciplinary process,
>
> THEREFORE be it resolved that the Code of Student Conduct shall be amended under Student Misconduct, Number 6, by replacing:

> The student accused of misconduct shall have the right to be accompanied at the hearing by a member of the University community of his/her choice (except legal counsel) to act as an advocate on the student's behalf.
>
> with the following:
>
> The student accused of misconduct shall have the right to be accompanied at the hearing by person(s) of his/her choice to act as advocates(s) on the student's behalf.

Mr. Okray then spoke of an updated motion to be offered by Trustee Croft which would allow any undergraduate or graduate student who has been found guilty at a disciplinary hearing and who could be subject to expulsion or suspension from the University to have the right, at the student's expense, to have an attorney present, said attorney shall be prohibited from directly participating in the hearing, addressing the hearing officer and/or committee, and shall be permitted to confer only with the accused student. Further, said attorney shall be permitted to submit a written statement drafted by an attorney that will be considered by the final appellate entity before a final decision is issued.

Mr. Okray continued to report that the updated motion was a major concession from the original motion and that the motion being offered by the Administration was more restrictive. Trustee Croft then spoke in favor of the motion he has offered which is an amended version of the motion contained in the package and asked that it be put on the table. Chair McNeil then moved the following motion recommended by the President:

MOVED: To recommend that the Board take the following action:

To authorize the President to approve amendments to the student disciplinary codes for each campus to reflect the recommendations contained in the Report of the Ad Hoc Chancellors' Advisory Group on Codes of Student Conduct, including:

1. Every undergraduate or graduate student subject to disciplinary procedures for violations of conduct regulations shall be allowed to be accompanied by an advisor during a hearing or an appeal. The nature and extent of the advisor's participation shall be determined by campus procedures. The advisor must be selected from the campus community, and may include another student or a full-time employee of the campus. Attorneys shall be prohibited from serving as advisors or otherwise accompanying the student, with the exceptions noted below.

2. Any undergraduate or graduate student subject to disciplinary proceedings who faces pending criminal charges arising from the same facts shall be permitted to select as his advisor an attorney, without regard to whether the attorney is a member of the campus community. This right to have an attorney present (at the student's expense) will also apply when in the judgment of the hearing officer or panel it appears likely that such charges will be filed. Any student who elects to be accompanied by an attorney should be required to give advance notice to the hearing entity.

3. Any undergraduate or graduate student who has been found guilty at a disciplinary hearing and who has been given a penalty of expulsion or suspension from the University for more than ten days should have the right, at

the student's expense, to submit a written statement drafted by an attorney that will be considered by the final appellate entity before a final decision is issued.

4. If students are represented by counsel under ¶ 2 or ¶ 3, counsel may not be an employee of the student legal services offices supported by University funds. (Doc. T96-113)

The motion was then seconded. Chair McNeil then moved Trustee Croft's amendments to the motion:

MOVED: To recommend that the Board take the following action:

To authorize the President to approve amendments to the student disciplinary codes for each campus to reflect the recommendations contained in the Report of the Ad Hoc Chancellors' Advisory Group on Codes of Student Conduct, including:

Every undergraduate or graduate student subject to disciplinary procedures for violations of conduct regulations shall be allowed to be accompanied by an advisor during a hearing or an appeal. The nature and extent of the advisor's participation shall be determined by campus procedures. The advisor must be selected from the campus community, and may include another student or a full-time employee of the campus. Attorneys shall be prohibited from serving as advisors or otherwise accompanying the student, with the exceptions noted below.

Any undergraduate or graduate student subject to disciplinary proceedings who faces pending criminal charges arising from the same facts shall be permitted to select as his advisor an attorney, without regard to whether the attorney is a member of the campus community. This right to have an attorney present (at the student's expense) will also apply when in the judgment of the hearing officer or panel it appears likely that such charges will be filed *or when said allegations, if assumed true, constitute a criminal act.* Any students who elects to be accompanied by an attorney *shall* be required to give advance notice to the hearing entity.

Any undergraduate or graduate student who *is subject to* a penalty of expulsion or suspension from the University for more than ten days *shall* have the right, at the student's expense, *to have an attorney present, Said attorney shall be prohibited from directly participating in the hearings, addressing the hearing officer and/or committee, and shall be permitted to confer only with the accused students. Further, said attorney shall be permitted to submit* a written statement that will be considered by the final appellate entity before a final decision is issued.

If students are represented by counsel under ¶ 2 or ¶ 3, counsel may not be an employee of the student legal services offices supported by University funds.

The motion was then seconded. There was then discussion about the motion. Mr. Applebee, Director of Student Affairs at the Boston campus spoke of the campus support for the recommendation presented by the President. The Ad Hoc Committee formed to study this issue found that past experience has provided ample evidence that permitting attorneys to be present during disciplinary hearings is not appropriate and that the presence of attorneys can have a disruptive effect on hearings.

Trustee Karam went on to thank Mr. Okray and Trustee Croft for their work on this important issue. He then stated his support for the Ad Hoc Committee's recommendation and encouraged students to continue to bring issues to the Board that will allow Trustees to step back and look at issues at a student's point of view.

Chair McNeil then asked for a vote on Trustee Croft's amended vote. Trustees Andriolo and Poduska abstained from the vote and the motion failed. Trustee Croft objected to the consideration of the President's recommendation. General Counsel Kirby then informed the Committee that the motion needs a majority vote to pass. Trustee Croft then withdrew his motion to object and Chair McNeil offered the motion presented by the President: It was then

VOTED: To recommend that the Board take the following action:

To authorize the President to approve amendments to the student disciplinary codes for each campus to reflect the recommendations contained in the Report of the Ad Hoc Chancellors' Advisory Group on Codes of Student Conduct, including:

1. Every undergraduate or graduate student subject to disciplinary procedures for violations of conduct regulations shall be allowed to be accompanied by an advisor during a hearing or an appeal. The nature and extent of the advisor's participation shall be determined by campus procedures. The advisor must be selected from the campus community, and may include another student or a full-time employee of the campus. Attorneys shall be prohibited from serving as advisors or otherwise accompanying the student, with the exceptions noted below.

2. Any undergraduate or graduate student subject to disciplinary proceedings who faces pending criminal charges arising from the same facts shall be permitted to select as his advisor an attorney, without regard to whether the attorney is a member of the campus community. This right to have an attorney present (at the student's expense) will also apply when in the judgment of the hearing officer or panel it appears likely that such charges will be filed. Any student who elects to be accompanied by an attorney should be required to give advance notice to the hearing entity.

3. Any undergraduate or graduate student who has been found guilty at a disciplinary hearing and who has been given a penalty of expulsion or suspension from the University for more than ten days should have the right, at the student's expense, to submit a written statement drafted by an attorney that will be considered by the final appellate entity before a final decision is issued.

4. If students are represented by counsel under ¶ 2 or ¶ 3, counsel may not be an employee of the student legal services offices supported by University funds. (Doc. T96-113)

The motion passed by a unanimous vote. Chair McNeil thanked Mr. Okray and Trustee Croft for bringing these issues to the Board.

The next item was the Establishment of the Robert C. Wood Visiting Professorship, UMASS Boston. Vice President Botman and Provost Esposito reported that former President Robert Wood and his wife Peggy will be making a gift of $200,000 to the Boston campus to establish a Visiting Professorship in Public and Urban Policy. The Boston campus expects to match this Professorship with additional donations.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To establish the Robert C. Wood Visiting Professorship of Public and Urban Policy at the University of Massachusetts. (Doc. T96-106)

The next item was an Update on Enrollment Planning. Vice President Botman called on the Provosts for their reports. Provost Esposito reported that the undergraduate enrollment figures at UMASS Boston were stable. Preliminary figures for next year would be presented in the next cycle.

Provost Crosson reported the Amherst campus was pleased with their enrollment figures and introduced Vice Chancellor Robinson to speak on the subject. Vice Chancellor Robinson reported that there were nine Commonwealth Scholars this year which is in addition to eight last year. He also reported that applications and enrollments are up from last year.

Provost Wagner from the Lowell campus reported that the College of Management in the undergraduate level and some of the Engineering Departments are experiencing lower numbers which mirrors an overall decline throughout the country. Of special note was the lack of females entering the Engineering field. The campus has recently made an appointment of a female faculty member in the Department of Electrical Engineering. He also reported that the campus is in the process of forging a stronger relationship between the colleges and the Admissions office to better inform students and their parents of the positive experience attending UMASS Lowell. Overall the enrollment figures are fairly strong.

Provost Taggie then introduced Assistant Chancellor Richard Burke. He reported on the campus' efforts to improve the quality of entering students and that the campus is in the process of a national search for an admissions director. He also reported that a staff member on campus has taken the position of Director of Recruitment and Retention to better serve culturally disadvantaged students.

Trustee Karam then asked for a report of enrollment management including the affect the University's higher standards for admission is having on minority students, and a review of the goals the University is trying to reach as a result of these increased standards.

There was a discussion revolving around these issues and the effort to recruit not only the students on top but students that may have great potential without the high numbers and the retention efforts to keep students at the University. Vice President Botman informed the Committee that an in-depth report will be presented to the Committee in the November/December cycle.

The next item on the agenda was the Appointments with Tenure, UMASS Dartmouth and UMASS Lowell. Chair McNeil stated that the Committee would then vote to enter into Executive Session for these two agenda items and further stated that the Committee would not reconvene in open session at the conclusion of these actions.

Trustees Andriolo, Arciero, Bissonnette, Giblin, Karam, Kraft, McNeil, and Poduska voted for the motion. The time was 3:26 p.m.

It was moved, seconded and

VOTED: To enter into Executive Session for the purpose of considering Appointments with Tenure, UMASS Dartmouth and UMASS Lowell.

Barbara DeVico
Staff Assistant

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Wednesday, November 20, 1996; 1:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair McNeil; Vice Chair Poduska; Trustees Andriolo, Arciero, Bissonnette, Carter, Giblin, Karam, and Kraft

Committee Members Absent: Trustee Sweeney

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice President Botman; Associate Vice President Layton; Provosts Crosson, Esposito, Taggie and Wagner; Associate Vice President Griesemer; Mr. O'Riordan, Institutional Research Associate; Vice Chancellor Hedgepeth; Vice Chancellor Burke

UMASS Amherst: Professors Terry and Bracey; Ms. Mears and Mr. Forbes

Faculty Representatives: Professors O'Connor, Knight, and Singh

Chair McNeil convened the meeting at 1:10 p.m. and asked President Bulger to report on current issues.

President Bulger first reported on his visits to high schools across the state and expressed his pleasure with the response and the positive feedback from his appearance on the David Brudnoy radio show. He further reported that the President's Program Fund had awarded $40,000 to support professional development projects in Learning and Instructional Technology; the campuses will be asked to match this amount. He also reported that the Administrative Redesign project is going well.

There was then a brief discussion regarding the proposed tuition cut which will be acted on at the next meeting of the Committee on Administration and Finance.

Chair McNeil then spoke of her attendance at the past weekend's activities at the Amherst campus celebrating the inauguration of the Graduate Program of the W. E. B. DuBois Department of African-American Studies which was developed in collaboration with the Boston campus. She then introduced Professors Esther Terry and John Bracey, Jr. from the African American Studies Program and thanked them for their work making this program such a success. She also introduced students Tanya Mears and Michael Forbes who spoke of their positive experience with the Program.

Chair McNeil then introduced Professor Kinney from the Amherst campus who had held a Conference the past weekend in connection with the Massachusetts Center for Renaissance Studies.

The first item on the agenda was Appointments as Distinguished Professor, University of Massachusetts Boston. Vice President Botman and Provost Esposito reported to the Committee that both Professors Kamaljit Bawa and Lawrence Blum have distinguished themselves as significant researchers and highly regarded members of their respective fields. It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Kamaljit Bawa as Distinguished Professor of Biology a the University of Massachusetts Boston.

And further,

To concur with the President in the appointment of Lawrence Blum as Distinguished Professor of Liberal Arts and Education at the University of Massachusetts Boston. (Doc. T96-125)

The next items, **Naming of the Polymer Morphology Laboratory, UMASS Amherst** and the **Establishment of Named Professorships, UMASS Amherst** were reported to the Committee for information only and would be voted on by the Committee on Administration and Finance on November 21.

Associate Vice President Griesemer then gave an **Update on Outreach and Distance Learning**, highlighting multi-campus efforts that connect research, education and training, economic development and public services activities of the University with the Commonwealth. Featured programs included the $100,000 grants program that supports collaborations between UMASS and the Department of Mental Retardation; the Massachusetts Corporation for Educational Telecommunications (MCET) which offer a wide range of programs across the campuses; and the Massachusetts Office of Business Development Regional Economic Strategies Project, a $40,000 Grant from Economic Affairs for follow-up to "Choosing to Compete", the Governor's economic strategy developed in collaboration with the University three years ago.

The next item on the agenda was the presentation of **Enrollments and Admissions**. Vice President Botman called on Associate Vice President Layton to provide highlights from the Admissions and Enrollment Summary. She then reviewed the report noting the decline in the acceptance rate at the Amherst and the Lowell campuses, and an increase in the number of those students who are accepted that enroll at Amherst and Dartmouth and a slight decrease at Boston and Lowell. Fall enrollment figures are up slightly University-wide over last year. Ms. Layton went on to inform the Committee that there would be a Student Profile Report for the Fall Semester with more details in the upcoming months.

Provosts Crosson, Esposito, Taggie, Wagner and Vice Chancellor Burke from the Dartmouth campus then updated the Committee on campus efforts regarding enrollments and admissions and described the process of enrollment management as an overall approach to all activities from attracting and retaining students; management, assessment, recruitment; selling the institution; matching the student to the best area of study; reviewing campus plans and admission standards.

There was then a request from Chair Karam for more information regarding enrollment and admissions goals to measure our success for the future to better understand what direction the University is headed. There was also a request for a breakdown by head count of part-time and full-time students. It was suggested that these issues come before the Committee of the Whole so that the full Board would have the opportunity to engage in these discussions.

Vice President Botman then recognized Mr. Steve O'Riordan for his work in preparing and analyzing the data presented.

The meeting adjourned at 2:55 p.m.

Barbara F. DeVico
Staff Assistant

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Tuesday, February 6, 1996; 3:00 p.m.
Faculty Club, Healey Library
University of Massachusetts Boston
Boston, Massachusetts

Committee and Committee Staff: Chair O'Leary; Trustees Andriolo, Bogan, Giblin, Haynes, Hoff, Karam, Okray, Reed, Rivera and Taylor; Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustees Flores and Spence

Other Trustees: Trustees Foley, Kraft, Lewenberg and Morrissey

University Administration: President Bulger; General Counsel Kirby; Vice President/Secretary Boyd; Vice President Lenhardt; Chancellors Cressy, Hogan, Lazare, Penney and Scott; Vice Chancellors Dars, Goodwin, MacCormack, Page and Deputy Chancellor Stanton; Ms. Uber, University Budget Director

Faculty Representative: Professors Carroll, Knight, May, Phelan and Dr. Cooke

Chair O'Leary convened the meeting at 3:15 p.m. The first item on the agenda was the Campus Center, UMASS Boston, and Chair O'Leary called on Chancellor Penney to present on this item. Chancellor Penney summarized the planning process and described the facility relative to the needs of the campus. The Chancellor reported that there was $25 million authorized in the Capital Bill, the campus was authorized to borrow $25 million through HEFA or the Building Authority. To pay part of the debt service, the campus will put into place a student fee (to be presented at the April 1996 Board meeting), and is also looking at many development possibilities with naming opportunities (hoping to raise $5-10 million). The Committee then watched a video-tape which identified the best potential site for constructing the campus center, taking into consideration various factors including automobile and pedestrian traffic. All student services would be housed in the campus center, some academic services, book and computer stores, and food services, and this building would connect Wheatley Hall and the Science Building. The Chancellor reviewed some potential concerns, including the campus' payment of its share of the debt service, the operating costs, balance of new construction versus maintenance and repairs, and provided information in each area as reported in the financial plan. Chancellor Penney then thanked Deputy Chancellor MacCormack for her work on this plan, and also thanked the members of the staff at the Amherst campus who offered technical support for the presentation. Some discussion regarding building endowment and fundraising, student fees, and space and design was held.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

> In accordance with Trustee policy, Doc. T93-122, to approve the design and construction of a Campus Center at the Boston campus as described in Doc. T96-019, provided that the President and Chancellor shall provide regular reports to the Board on the progress of said project.

Trustee Okray voted against the motion.

The next item on the agenda for action was the Funding of the Commonwealth Scholars Program. Vice President Lenhardt informed the Committee that funds previously dedicated to the President's housing allowance be instead used to fund the Commonwealth Scholars Program because President Bulger did not negotiate a housing allowance as part of his contract. The Committee members acknowledged the President's leadership in fundraising.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

> To establish an account to be called the University of Massachusetts University Commonwealth Scholars Fund to fund the University Commonwealth Scholars Program as described in Doc. T96-014, (which may be modified by the Vice President of Academic Affairs in consultation with the Chancellors), provided that the University Treasurer is authorized and directed to budget and transfer $24,000 into said account from funds previously used to pay the President's housing allowance; and provided further, that the Board hereby authorizes the Chair to continue such annual transfers in the future without further approval from the Board.

The next item on the agenda was the Lease with Health Alliance Burbank Hospital. Chancellor Lazare explained to the Committee that a family residency program in Fitchburg was operating in unsatisfactory space, and this lease offers the opportunity at $7 per square foot for appropriate office space at Burbank Hospital, with which the Medical Center has an affiliation.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To authorize and direct the President subject to approval by the Secretary of Administration and Finance, to take any actions necessary including filing requested reports under Section 36C of Chapter 75 of the General Laws and entering into a lease with Health Alliance to permit the Medical Center to operate a clinical residency program at Burbank Hospital in Fitchburg.

The next item on the agenda for discussion was the FY 1996 Budget Overview. Vice President Lenhardt reminded the Committee that this is now an annual presentation. His office worked on three potential scenarios for FY97: negative, moderate, and positive. These scenarios are based on 1996 numbers with certain assumptions accounting for the three different projections in the years FY97-2000. The numbers do not include the clinical system or grant and contract operations. Valerie Uber then presented historical information including student charges, enrollment, financial aid, personnel trends, and trends in the state appropriations from FY89 to FY96. Ms. Uber then reviewed the three revenue/expense scenarios, describing in detail the factors in each situation with implications for the budget. Some discussion regarding the potential 5% tuition rollback (proposed by HECC), early retirement, student grants and loans/financial aid, savings from the administrative redesign program, and fundraising was held. Chair O'Leary reminded the Trustees to provide any feedback on these scenarios to the President's Office.

The next item on the agenda was the University Financial Aid Update. Chair O'Leary suggested that, in the interest of time and due to the fact that information on Financial Aid did come up in the Budget discussion, that the Committee move on to the next item on the agenda, the FY 1997 Governor's House I Budget. Vice President Lenhardt reviewed the budget proposal for the University from the Governor's Budget, which includes an appropriation of $207 million, tuition retention (estimated at $98 million), a $30 million pool to HECC, and also included a fundraising pool. This led to some discussion regarding the University's lobbying efforts.

The next item on the agenda for discussion was the FY 1997 Tuition and Fees. Vice President Lenhardt reviewed tuition charges over the past few years, and stated that since FY92 the University had very low increases compared with many states. Information distributed also showed the impact on student costs of a 5% rollback and a 2.4% increase. In terms of the tuition and the budget discussion, it was suggested that involvement of all members of the University community, as in past years, would be important.

Chair O'Leary then turned to Trustee Okray regarding his motion on 1997 Tuition and Fees. Chair O'Leary stated that with more information, a more in-depth discussion of House I, and a closer look at budget projections, this vote would be more appropriately discussed at the April meeting, as is customary for the Board. Some discussion regarding the position that the University has taken in regard to the tuition and fees and lobbying for the University budget was then held. Trustee Morrissey spoke to the student support at UMASS Dartmouth for the continuation of the program at that campus to bring the tuition and fees there closer to the other campuses' charges, and that the students do support a $121 increase.

Chair O'Leary then recognized Christine Lopes, President of the Student Government Association at UMASS Amherst, who had requested to speak to this issue. Ms. Lopes stated that the students at the Amherst campus support a 5% rollback and said that the students there are very concerned about working with the administration to support a strong budget that will make the rollback possible. Some further discussion regarding the University's tuition position and lobbying efforts over the past few years was held. The President then remarked on the importance of considering all aspects of the budget before voting on tuition for FY97. He went on to say that the demands on the state budget are very heavy, and that it is in the University's interest to appeal for stability in funding and that the University's message must be very clear. Chair O'Leary then stated that the tuition vote would be taken up at the next meeting.

Chair O'Leary noted that next items on the agenda the FY 1995 Financial Report Follow-up, and the Status Report on the President's Action Plan were informational, and materials had been distributed; Vice President Lenhardt pointed out a few items of interest for the Committee and reported that further discussion on the Capital Program would be presented to the Board in April.

There being no further business, the meeting adjourned at 5:15 p.m.

Elizabeth H. Tuthill Farrell
Assistant Vice President for
Board Relations

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Wednesday, April 3, 1996; 2:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair O'Leary; Trustees Andriolo, Bogan, Flores (arrived late), Giblin, Karam, Okray, Rivera and Taylor; Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustees Haynes, Hoff and Spence

Other Trustees: Trustees Fey, Foley, Lewenberg and Morrissey

University Administration: President Bulger; General Counsel Kirby; Vice President Lenhardt; Chancellors Cressy, Hogan, Lazare, Penney and Scott; Ms. Valerie Uber, University Budget Director; Ms. Janet Wanzyck, University Controller

Faculty Representatives: Professors Knight, May, and Phelan

Chair O'Leary convened the meeting at 2:00 p.m. The first item on the agenda was the **Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures, the Intellectual Property Policy, and the Policy on Faculty Consulting and Outside Activities**. Vice President/General Counsel Kirby provided background information regarding this item, including the policy development process which involved a Five Campus Task Force and staff, including senior members of the administration on the campuses. She described the purpose of the policies to enable greater success and involvement in technology transfer and identified the specific changes in these three policy areas with anticipated impact on the campuses. While four of the campuses are or will be negotiating these policies, the Worcester campus will enact these policies immediately. Vice President Chmura said that the policies are designed to encourage technology transfer activity among the faculty, to protect the rights of the University to the intellectual property, and to protect the faculty from issues of conflict. He also identified the various procedural and organizational steps that will put the University on a par with other national universities. Vice President Chmura then identified several current activities that will benefit from this policy. Chancellor Lazare commented on the importance of these policies on recruitment efforts.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

> In accordance with section 14A of Chapter 75 of the General Laws to adopt the Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures, (Doc. T96-039) the Intellectual Property Policy, (Doc. T96-040) and the Policy on Faculty Consulting and Outside Activities (Doc. T96-047) for the Worcester campus provided that under section III G the Worcester Chancellor may establish a different allocation of net income (other that the CVIP portion) in any particular instance, or, in general for the campus. And further, to direct the President

through the Chancellors to continue to negotiate said policies at the Amherst, Boston, Dartmouth, and Lowell campuses, provided that until said policies are agreed to by the parties to the applicable collective bargaining agreements, employees on such campuses shall continue to be governed by the provisions of Chapter 268A of the General Laws, as well as campus policies currently in effect, when engaged in research and technology transfer. These policies once effective for a campus shall supersede and rescind all other policies currently in effect in the University which are inconsistent herewith.

The next item on the agenda was the John F. Kennedy Scholarship. President Bulger spoke to this item, noting that it had been requested that this scholarship fund be pooled with other endowments which will improve the growth potential of the principal.

It was moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To amend the provisions of the "John F. Kennedy Scholarship in Memory of John B. Crimmins" as follows: by striking the following language — "in an interest-earning account at a local trust or similar banking institution in South Boston" — and substituting therefor the following — "with other endowment funds of the University, expenditures from this account to be governed by the Spending Rate Policy"

The next item on the agenda was the Department of Defense Exclusion List. General Counsel Kirby reminded the Committee that this vote is necessary when there are changes on the Board.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary; and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess or will be processed for the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, Secretary or other person designated as Facility Security Officer,

such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the University and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Brian Andriolo	Trustee
Daniel E. Bogan	Trustee
Grace K. Fey	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Robert J. Haynes	Trustee
Charles J. Hoff	Trustee
Robert S. Karam	Trustee
Myra H. Kraft	Trustee
Peter K. Lewenberg	Trustee
Ogretta V. McNeil	Trustee
Matthew Morrissey	Trustee
John N. Naughton	Trustee
James F. O'Leary	Trustee
John J. Okray	Trustee
John William Poduska	Trustee
Daniel Rivera	Trustee
Michael J. Sentance	Trustee
Rina K. Spence	Trustee
Timothy Sweeney	Trustee

The next item on the agenda was the University and Peer Financial Ratios. Vice President Lenhardt asked Janet Wanczyk, University Controller to give a short presentation on peer university systems. Ms. Wanczyk reminded the Committee of the importance of this information to the Trustees in understanding the condition of the University relative to other similar institutions, helping administration to explain any disparities, providing information on best practices, and the usefulness of the comparative data in looking at competing institutions. The financial condition is compared to Moody's indicators since they analyze the University's financial condition when the University borrows money. The indicators reviewed by Ms. Wanczyk reveal the University's financial condition as stable, with the three year review showing consistency and stability. Ms. Wanczyk then reviewed specific information from her report: excess of revenues over expenditures and mandatory transfers; operating margin; expendable fund balances as a percentage of unrestricted expenditures and mandatory transfers; debt service as a percentage of unrestricted expenditures and mandatory transfers; long-term debt; available net assets with respect to total debt; endowment assets as a percent of total assets; and endowment assets. Some discussion regarding establishment of new goals in response to these indicators then took place. There was also some discussion regarding tuition and fees as a percentage of total educational and general revenues.

The next item on the agenda for discussion was the FY1996 Financial Indicators presented by University Budget Director Valerie Uber. The presentation focused on the five indicators approved by

the Board last year as measures of the University's financial condition. Ms. Uber pointed out that the these indicators reflect campus priorities, and look at anticipated future performances. The projections are based on a set of assumptions about projected revenues and expenditures. Ms. Uber then reviewed the following areas for the years FY1995 to FY2001: operating margin; financial cushion; current ratio (measurement of assets to liabilities); debt service to operations; and endowment per student. Based on these projections, Ms. Uber stated that the indicators are positive for FY2001, though reserves will be modest, and targets reflect priority areas such as investing in plant and increasing the endowment. Some discussion following the presentation included the impact of the clinical systems on these indicators, and the need to have a greater emphasis on building the endowment and associated earnings. It was requested that at a future meeting the Chancellors present information on endowment goals. The issue of tuition and fees as a percentage of total educational and general revenues was revisited, and the Committee requested that this information be presented again at the next meeting with the revenues and expenses related to auxiliary services included and the clinical system taken out of the equation; it was also requested that the Fair Share calculation be presented.

The next item on the agenda for action was the FY1997 Tuition and Fees. President Bulger reminded the Committee of the previous four years' policy of minimizing increases and with the aim that any increases be tied to the rate of inflation or less, knowing that this policy provided stability and predictability for students, and was also important to the University's financial planning processes. The President went on to say that the recommendation for this year is only modified by recommending increases at one-half of CPI or less, with the campuses at Dartmouth and Worcester being the exceptions. President Bulger also addressed the issues raised by the Higher Education Coordinating Council (HECC), reiterating the importance of affordable and competitive education levels to the University, and stated that in the event that the HECC Board votes to approve to set the University's tuition rates, that the University would not engage in an argument regarding such an action. Many members of the Committee spoke to the University's responsible approach as reflected in its past tuition policy. Chancellor Lazare then addressed the proposed change in the medical school tuition and the learning contract tuition remission plan, which is ultimately protected by this change in tuition. The Committee then reviewed the Dartmouth campus situation and the student support for the planned increase with the caveat that in the event that funds do not allow for the implementation of the match program, the campus may come back to the Committee for review of this proposal. The Committee also discussed the continuing sensitivity to and study of non-resident fees.

The Committee then heard from Trustee Okray regarding his alternative tuition and fee vote, recommending a 2.5% decrease at all campuses. Trustee Chair Taylor spoke to the importance of supporting the President's decision which looks toward a long-term plan of stability while building quality and access at the University.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

> WHEREAS, in order to balance the need to provide a quality higher education with the need to provide access to higher education, the Board intends to keep total tuition and mandatory fee increases for 1996-97 to an amount no higher than the increase in consumer price index.
>
> NOW THEREFORE, in accordance with Section 1A of Chapter 75 with Section 9 (i) of Chapter 15A of the General Laws, to recommend to the Higher Education Coordinating Council that the tuition for the University campuses for Academic Year 1996-1997 shall be as follows:

Tuition:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate (Mass. resident)	$2,220.00	$2,220.00	$0.00	0.0%
Undergraduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%
Graduate (Mass. resident)	$2,778.00	$2,778.00	$0.00	0.0%
Graduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%
Boston				
Undergraduate (Mass. resident)	$2,220.00	$2,220.00	$0.00	0.0%
Undergraduate (non-resident)	$8,568.00	$8,568.00	$0.00	0.0%
Graduate (Mass. resident)	$2,778.00	$2,778.00	$0.00	0.0%
Graduate (non-resident)	$8,568.00	$8,568.00	$0.00	0.0%
Dartmouth				
Undergraduate (Mass. resident)	$1,836.00	$1,836.00	$0.00	0.0%
Undergraduate (non-resident)	$6,919.00	$6,919.00	$0.00	0.0%
Graduate (Mass. resident)	$2,206.00	$2,206.00	$0.00	0.0%
Graduate (non-resident)	$6,919.00	$6,919.00	$0.00	0.0%
Lowell				
Undergraduate (Mass. resident)	$1,884.00	$1,884.00	$0.00	0.0%
Undergraduate (non-resident)	$7,028.00	$7,028.00	$0.00	0.0%
Graduate (Mass. resident)	$2,260.00	$2,260.00	$0.00	0.0%
Graduate (non-resident)	$7,028.00	$7,028.00	$0.00	0.0%
Worcester				
Medical School (Current Students)	$8,792.00	$9,800.00	$1,008.00	11.5%
Medical School (Incoming Students)	$8,792.00	$10,800.00	$2,008.00	22.8%
*Graduate (Mass. resident)	$2,738.00	$2,738.00	$0.00	0.0%
*Graduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%

And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the fees and the fee-based budgets for Academic Year 1996-97 as listed in Doc. T96-042, including the following:

Curriculum Fees:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate (Mass. resident)	$2,031.00	$2,031.00	$0.00	0.0%
Undergraduate (non-resident)	$2,031.00	$2,065.00	$34.00	1.7%
Graduate (Mass. resident)	$1,714.00	$1,714.00	$0.00	0.0%
Graduate (non-resident)	$1,714.00	$1,748.00	$34.00	2.0%
Boston				
Undergraduate	$1,876.00	$1,936.00	$60.00	3.2%
Graduate	$1,876.00	$1,936.00	$60.00	3.2%
Dartmouth				
Undergraduate (Mass. resident)	$1,953.00	$2,074.00	$121.00	6.2%
Undergraduate (non-resident)	$2,967.00	$3,260.00	$293.00	9.9%
Graduate (Mass. resident)	$2,111.00	$2,245.00	$134.00	6.3%
Graduate (non-resident)	$2,967.00	$3,260.00	$293.00	9.9%
Lowell				
Undergraduate (Mass. resident)	$2,646.00	$2,646.00	$0.00	0.0%
Undergraduate(non-resident)	$2,646.00	$2,646.00	$0.00	0.0%
Graduate (Mass. resident)	$2,646.00	$2,646.00	$0.00	0.0%
Graduate (non-resident)	$2,646.00	$2,646.00	$0.00	0.0%
Worcester				
Medical Students	$1,250.00	$1,250.00	$0.00	0.0%
Graduate School of Nursing	$1,250.00	$1,250.00	$0.00	0.0%
Graduate School of Biomedical Scienc	$330.00	$330.00	$0.00	0.0%

Mandatory Fees:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate	$1,263.00	$1,273.00	$10.00	0.8%
Graduate	$1,051.00	$1,059.00	$8.00	0.8%
Boston				
Undergraduate	$304.00	$298.00	($6.00)	-2.0%
Graduate	$304.00	$298.00	($6.00)	-2.0%
Dartmouth				
Undergraduate	$333.00	$333.00	$0.00	0.0%
Graduate	$333.00	$333.00	$0.00	0.0%
Lowell				
Undergraduate	$76.00	$76.00	$0.00	0.0%
Graduate	$76.00	$76.00	$0.00	0.0%
Worcester				
Medical School, Year 1 & 2	$470.00	$490.00	$20.00	4.3%
Medical School, Year 3 & 4	$470.00	$490.00	$20.00	4.3%
Graduate - Nursing School	$470.00	$490.00	$20.00	4.3%
Graduate School of Biomedical Sci.	$420.00	$440.00	$20.00	4.8%

Room and Board:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Average Room	$2,376.00	$2,416.00	$40.00	1.7%
Average Board	$1,812.00	$1,812.00	$0.00	0.0%
Dartmouth				
Average Room	$2,628.00	$2,676.00	$48.00	1.8%
Average Board	$2,067.00	$2,150.00	$83.00	4.0%
Residential Telecommunications	$0.00	$150.00	$150.00	N/A
Lowell				
Average Room	$2,460.00	$2,520.00	$60.00	2.4%
Average Board	$1,886.00	$1,940.00	$54.00	2.9%
Residential Telecommunications	$100.00	$110.00	$10.00	10.0%

Provided, however, that such rates shall be subject to ratification by the University of Massachusetts Building Authority as required by applicable law or trust agreements.

Trustee Okray is noted as voting against the motion.

The following items were withdrawn from the agenda: Campus Center Fee, UMASS Boston and the Trustee-Requested item FY1997 Tuition and Fees.

The next item on the agenda was the Yearbook Fee. It was moved, seconded and VOTED to table this item to the appropriate meeting.

The following items on the agenda were withdrawn: Parking Fee (to come back in the normal fee cycle) and the Nantucket Field Station.

The next informational item on the agenda was the Capital Presentation. Vice President Lenhardt reviewed the University's status in to the Commonwealth's Capital plan ($4.5 billion over five years), where the University would receive approximately $30 million per year over the next five years. He further reviewed the amount of bonds outstanding versus authorized-unissued bonds, and the state's debt service. Vice President Lenhardt reminded the Committee of the original borrowing plan for the University based on the initial commitment of the Commonwealth, out of which the University borrowed $22 million last year for repairs and maintenance, and also reviewed the breakdown of the $260 million plan of fall, 1995. The most recent update on plans was also presented, and Vice President Lenhardt identified particular projects that would have been done over the next five years if the full amount had been approved. The latest word from the state for UMASS is $163 million and $30-some million for Worcester, with the University borrowing 54% of the total capital effort at approximately $228 million. The administration will bring this item back to the Board on a continuing basis.

The next items on the agenda were the FY1995 Financial Report Follow-up and the 2nd Quarter Interim Financial Report.

There being no further business, the meeting adjourned at 3:40 p.m.

Elizabeth H. Tuthill Farrell
Asst. Vice President, Board Relations

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Tuesday, May 29, 1996; 1:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair O'Leary; Trustees Andriolo, Flores (arrived late), Hoff, Karam and Taylor; Ms. Farrell, Secretary to the Board

Committee Members Absent: Trustees Bogan, Fey, Haynes, Giblin, Okray, Rivera and Spence

Other Trustees: Trustees Kraft and Lewenberg

University Administration: President Bulger; General Counsel Kirby; Vice President Lenhardt; Chancellors Cressy, Hogan, Penney (left early) and Scott; Deputy Chancellors MacCormack and Stanton; Ms. Janet Wanzyck, University Controller

Faculty Representatives: Professors Knight, May, and Phelan

Chair O'Leary convened the meeting at 1:00 p.m. The first item on the agenda was the **Transfer of Funds to the Lowell Arena Commission for Hockey Arena, UMASS Lowell**. Chancellor Hogan updated the Committee on changes, including the location which is on campus, the operating costs are approximately $80,000 higher, the campus will contribute $4 million and receive 700 hours ice-time and 8000 s.f. of space. Dana Skinner, Athletic Director, presented a sketch of the new building, and noted that bids will be opened on June 4. He went on to describe the high-quality of the building which will impact on the quality of the hockey program and its location on campus will increase campus quality of life. Discussion followed regarding the design changes which changed from an all-purpose facility to a hockey complex, with the University as the primary tenant; bids are expected to come in at $20-22 million versus the previous $30 million with an October 1997 opening anticipated. The University as the primary tenant will have afternoon practice time and dedicated space for locker rooms, and has first options for the schedule. Also, in terms of the new agreement, the campus will have the same revenue stream as it currently enjoys at the Tully Forum, with questions of advertising sales still undetermined. The City of Lowell is the owner of the arena, and there is a memorandum of understanding regarding the management and upkeep of the arena. Regarding fundraising, Mr. Skinner reported that there are current activities to encourage private giving. The Chancellor then gave an overview of the location and change in environment resulting from all projects, including the arena, that will improve the campus layout. Trustee Andriolo spoke to the positive efforts that have led to this point and the importance of this building in improving the campus space. Some discussion regarding the relationship between the City of Lowell and the University campus in Lowell, and the increasingly positive aspects of that relationship, was held.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To authorize the President or the President's designee to continue negotiations with the City of Lowell and the Lowell Arena and Civic Stadium Commission regarding the design and use of an arena, through a long-term lease, by the University of

Massachusetts Lowell, and to authorize the President to authorize the Chancellor of the Lowell campus to transfer campus funds not to exceed four million dollars to the Lowell Arena and Civic Stadium Commission, in accordance with Section 3.0 of the attached Memorandum of Understanding between the University of Massachusetts Lowell and the Lowell Arena and Civic Stadium Commission.

The next item on the agenda was **Adoption of the Policy on Conflict of Interest Relating to Intellectual Property and Commercial Ventures, the Intellectual Property Policy, and the Policy on Faculty Consulting and Outside Activities, UMASS Lowell**. General Counsel Kirby reminded the Committee that these policies were adopted for the Worcester campus at the last meeting; these have now been bargained and approved at Lowell with minor modifications.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

In accordance with section 14A of Chapter 75 of the General Laws to adopt the Policy on Conflict of Interest relating to Intellectual Property and Commercial Ventures (Doc. T96-039A), and Intellectual Property Policy (Doc. T96-040), and the Policy on Faculty Consulting and Outside Activities (Doc. T96-047) for the Lowell campus.

The next item on the agenda was the **Capitalization and Inventory Control Policy**. Vice President Lenhardt stated that this policy would eliminate the old policies for the previous institutions with a broader policy on inventory and capitalization, following concerns expressed by the state auditor. This policy assures that all title to property is clear and assigns to each campus chancellor the responsibility of tracking inventory and informing staff regarding procedures and guidelines, following specific guidelines issued by the President. The policy also calls for inventory to be taken at least every two years.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To approve the Capitalization and Inventory Control Policy as contained in Doc. T96-073, and to direct the President to formulate guidelines to assist the campuses in implementing the policy; further, to rescind the Equipment Inventory Policy in Doc. T91-074.

The next item on the agenda was the **Authorization for the Expenditure of Funds in FY1997**. Vice President Lenhardt reminded the Committee that this vote comes before the Committee each year as the full operating budget is not authorized until October.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To authorize the President to expend at the FY1996 rate, state and non-state funds for the University from July 1, 1996 until such time as the Board adopts the Operating Budget for FY1997.

The next item on the agenda was the **FY1997 Revenue-Based Budgets**. Vice President Lenhardt reminded the Committee that this is the second stage of the budget process each year, including all revenue-based budgets except for the clinical system, which will be approved by the Clinical Management Board in June and forwarded to the full Board at the August meeting. These budgets include various revenue departments on the campuses. Vice President Lenhardt reported that all of the budgets are in balance in terms of revenues and expenditures, these budgets being an aggregate of $140 million annually of auxiliary activity. He pointed out that transfers in the budgets are generally for equipment or other capitalization activities.

It was moved and seconded.

Vice President Lenhardt then reviewed the assumptions which the Administration used in establishing these budgets, including fringe benefit rates, unemployment insurance and workers compensation costs, collective bargaining agreement costs, and a portion of Medicare costs.

It was then

VOTED: To recommend that the Board take the following action:

To approve the budgets and fee structures for the FY1997 Revenue-Based Budgets at the Amherst, Boston, Dartmouth, Lowell and Worcester campuses, and for Central Administrative Services, as described in Doc. T96-055, and further, to approve the establishment of the Planning Services Trust Fund and the Student Affairs Support Trust Fund at the Amherst campus, and the CAS Sales and Services Trust Fund for Central Administrative Services and their associated statements of trust, and further, to approve changes in trust names as appear in said document.

The next item on the agenda was the **Transfer of Funds to Quasi Endowment, UMASS Amherst**. Vice President Lenhardt reminded the Committee that the Amherst campus has led the licensing program including revenues from the program, and the campus now plans to take a portion of these revenues to be placed into a quasi-endowment at the UMASS Foundation. According to the Foundation spending rate, funds will be distributed back to the campus for spending as part of their general operations. Chancellor Scott indicated that he would tentatively plan to use these funds for scholarships. Some discussion of the licensing program was held, and the staff who administer the licensing program were complimented by the Committee. The Committee also congratulated Chancellor Scott for this action.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To authorize the President or his designee to request the University of Massachusetts to establish a new quasi-endowment for the Amherst campus, provided that expenditures from said endowment shall be unrestricted and shall be subject to the University of Massachusetts Foundation Spending Rate Policy, and further, to approve the transfer of $350,000 in Amherst campus licensing revenues to fund said endowment (Doc. T96-058).

The next item on the agenda was the **Lease Agreement with Naval Station, UMASS Dartmouth**. Chancellor Cressy described the space and the use that the campus will make of the facility, which also compliments the marine science initiative on the campus.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To delegate to the President who may sub-delegate to the Chancellor for the Dartmouth campus the authority, with the approval of the Division of Capital Planning and Operations, to lease for a nominal sum, the Naval Reserve Training Building in New Bedford for use as classroom offices and laboratories by the Marine Science Technology Program at the Dartmouth campus.

The next item on the agenda was the Approval of the Capital Program. Vice President Lenhardt informed the Committee that this vote is the culmination of the planning for the capital program which would run from July 1, 1996 through June 30, 2001. The program is $434, million over five years, and Vice President Lenhardt reported that the state is still committed to $217 million of general obligation bond dollars. The program represents a 50/50 effort between the University and the state, with the greatest amount of the University's share in this program likely being funded through tax-exempt bonds issued by the UMASS Building Authority. Vice President Lenhardt noted that all campus plans address all priority life-safety issues, all Title IX requirements will be met in the first two years of the program, and deferred maintenance is at the top of the lists over the first few years of the program. Also, Vice President Lenhardt pointed out that the vote does allow for some changes determined by the President as necessary, but any changes involving new construction would be brought back to the Board. Some discussion regarding the state's Executive Branch control over the release of these funds each year was held. The Committee expressed interest in seeing the breakdown between which projects would be funded by the state's funds, versus those resulting from Building Authority bonds.

Some discussion regarding the capital program at the Amherst campus, particularly regarding deferred maintenance for general use classrooms, was held. The Chancellor also noted that a certain amount of funds from reallocation and strategic planning may possibly be used for the purpose of deferred maintenance in classrooms. Further discussion regarding the impact on faculty and student morale, as well as on admissions and recruiting, of dilapidated classrooms was held. The Committee asked to review again the percentage of the budget that should be dedicated each year to maintenance, particularly for the upkeep of classrooms. The Committee asked the Chancellor to report back to the President with a plan for addressing deferred maintenance in the classrooms, and the Chancellor stated that he would do so, but stated again the difficulty of prioritizing the many demanding deferred maintenance and capital projects. Some discussion regarding the projects on the list for the Amherst campus was then held. The Committee asked that the Chancellor also provide further information in the form of a memorandum regarding the power plant.

Deputy Chancellor Stanton noted that several of the projects on the list for the Worcester campus are still under discussion and in early planning stages, and the projects will be brought to the Clinical Management Board when final designs are complete. At UMASS Boston, Deputy Chancellor MacCormack stated that at the end of FY2001, the campus will have completed 74% of deferred maintenance projects, and they are balancing deferred maintenance against necessary new construction, as well as internal cosmetic improvements. Improvements to the parking garage are a major priority. Chancellor Cressy stated the importance of these funds, particularly in the area of Title IX. And finally, Chancellor Hogan informed the Committee that the campus continues to follow suggestions made in the Bok Study which will continue under this capital outlay. The Administration further commented on the cooperation that has been built with the Department of Capital Planning and Operations (DCPO), particularly in projects at the Medical Center, but has been felt throughout the entire capital planning process.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Capital Program Projects list attached hereto as Exhibit A, provided that the President is authorized to amend said list as he may deem to be in the best interest of the University except for new construction projects which shall require Board approval; and to authorize the President to take all steps necessary and appropriate to provide two hundred seventeen million dollars ($217 million) in capital funds over the next five years for the University -finance portion of the list.

The next item on the agenda was the **Campus Center Fee, UMASS Boston**. Deputy Chancellor MacCormack reported that this fee will provide critical funds for the campus center with $25 million from the state, and $25 from the campus. The Deputy Chancellor stated that the fee would be imposed in the first semester of the opening of the campus center (estimated for Spring, 2001), and the fee will be offset by fundraising which has been off to a good start. She further stated that the fee has the general support of the students.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the establishment of a Campus Center Trust Fund at the Boston campus, in order to meet the need for a dedicated source of revenue to support the debt service to be incurred in constructing the Campus Center; further, to authorize the imposition beginning in the spring semester of the year 2001 or for the first semester in which the Campus Center is open whichever occurs sooner, of a Campus Center Fee on all students at the Boston campus, not to exceed the rates set forth in Doc. T96-019. All revenues from the Campus Center Fee shall be deposited in the Campus Center Trust Fund.

The next item on the agenda was the discussion of the **FY1997 State Budget**. President Bulger informed the Committee that the University had received an increase in the budget from the Senate over FY96 of approximately $28 million (8%), which includes the collective bargaining agreement. The budget will now be debated in the conference committee. Trustee Andriolo also acknowledged the efforts of students who advocated for the University regarding the budget.

The next item on the agenda was the **Report of the Investment SubCommittee**. In the absence of Trustee Spence, Vice President Lenhardt reported that the Committee reviewed the results of investments for the Self Insurance Trust which had a return of 12.8%, the UMASS Foundation had a 22.8% return, and the University's equity component had a return of 20.8%. The Committee also reviewed the Cash Management Policy which will be rewritten as the Investment Policy. There was also discussion regarding possible investment guidelines for speculative ventures.

The next item on the agenda for informational purposes was the **FY1996 Third Quarter Interim Financial Report**. Vice President Lenhardt pointed out that the main item in the report was a decrease in the University's days cash-in-hand, and stated that this is most likely a result of wage increases being given, but that this does not signify a serious problem. The Administration is also projecting a slight operating deficit for June 30, 1996. Some discussion regarding the impact that increased costs for heating and snow removal had on this year's operating budget was held. Trustee

Andriolo also requested that Vice President Lenhardt convene a meeting of new student trustees for financial information orientation.

The next item on the agenda was the Administrative Redesign Update. Vice President Lenhardt reported that activities are proceeding as expected and a final report is due at the end of June. The Trustees expressed their concern regarding the progress on this project and noted that they look forward to receiving the final report.

The next item on the agenda was the Fair Share Calculations. Vice President Lenhardt reminded the Committee that at a previous meeting members had expressed interest in having clarifying information regarding these calculations determining student share and the cost of education. He also reported that Senator Rosenberg has put a Fair Share Program into the 1997 Legislative Package. The information in the Committee packets provides basic information regarding Fair Share, calculation methodology, and actual calculations. Vice President Lenhardt stated that currently the average cost of the basic University education is $12,000 per student, and the student share today is at about 36.1%, with Senator Rosenberg's proposed program to begin in FY1998 with 33 1/3% of the cost would be borne by the students. The program also calls for a formula which would be presented to the Senate and House.

There being no further business to come before the Committee, the meeting adjourned at 2:30 p.m.

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Monday, August 5, 1996; 3:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair O'Leary; Trustees Andriolo, Arciero, Carter, Giblin Haynes and Karam

Committee Members Absent: Trustees Bogan, Fey, Hoff and Spence

Other Trustees: Trustee Lewenberg

University Administration: President Bulger; General Counsel Kirby; Vice President Lenhardt; Chancellors Scott, Penney, Cressy and Hogan; Deputy Chancellors MacCormack and Stanton; Vice Chancellors Page, Dars and Goodwin

Faculty Representatives: Professors Knight, May, and Phelan

Chair O'Leary convened the meeting at 3:12 p.m. and began by asking President Bulger to update the Committee on the current budget situation. President Bulger informed the Committee of a 7.2 % increase in state support, an $11 million fundraising incentive program for public higher education and $15 million for the information technology bond bill. He also reported that the Governor is expected to sign the Biologics Laboratory bill which will place the state lab under the jurisdiction of the University.

Chair O'Leary introduced the first item for action/consent on the agenda, the Approval of Endowment Funds, UMASS Amherst. Vice President Lenhardt then asked Chancellor Scott to briefly described each fund and its purpose.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

In acceptance with section 1A(e) and 11 of Chapter 75 of the General Laws to establish the W.S. Clark Memorial Fund at Amherst to provide for the maintenance and conservation of the W.S. Clark Memorial Site as more fully set forth in T96-088.

And,

VOTED: To recommend that the Board take the following action:

In accordance with section 1A(e) and 11 of Chapter 75 of the General Laws to establish the Ann Hassett Memorial Fund at Amherst for the purpose of providing a four year scholarship to an underprivileged and intellectually gifted student from Springfield as more fully set forth in T96-089 provided that

the Chancellor is hereby delegated authority to select recipients and terminate assistance to recipients who fail to meet the stated criteria.

And further,

VOTED To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Richard Jones Endowment Fund at Amherst to provide awards to undergraduates majoring in dance as more fully set forth in T96-093.

And,

VOTED: To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Helen Timson Scholarship Fund at Amherst to provide scholarships to students within the School of Education as more fully set forth in T96-094.

The next item on the agenda for discussion was the FY 1997 Budget Overview. Vice President Lenhardt reported on a preliminary look at the FY97 budget which will be followed by the final version in October. Ms. Uber, Budget Director then gave a presentation highlighting the FY97 budget outlook including:

- an increase in state funding for the fifth straight year including a $25 million increase over the original FY96 appropriation;

- for FY97 the impact of a tuition decrease and fee increases for in-state undergraduates resulted in an overall average decrease of 1% in combined tuition and mandatory fee rates;

- Enrollment levels have stabilized at most campuses. The expected level of enrollments will affect student fee revenues and will be reflected in the Operating Budget revenue trends.

Trustee Haynes congratulated the President and the Administration for the success in increasing the state appropriation and helping the Legislature understand the value of the University. There was then a question about formula funding and developing a strategy related to costs. Currently, the University continues to use its formula to develop the budget request. The formula has also played a role in the recent work by Senator Rosenberg with fair share funding.

Chair O'Leary requested that peer review information be available and circulated to the Committee. It was also suggested that the peer institutions information and the University's benchmarks be kept somewhat updated to provide context on the progress being made by the University.

Trustee Haynes then inquired about the status of UMASS Dartmouth's agreement relative to increases in state funding and student fees. Chancellor Cressy reported that the campus is on schedule.

The next item on the agenda was the FY 1997 State Budget Allocation. Vice President Lenhardt then reported that the allocation of the FY97 state funds will take place in two phases aimed at: 1) having sufficient funding early in the fiscal year for campus activities and 2) allowing the budget allocation process to focus on campus and University goals. President Bulger reported that he will soon be meeting with the Chancellors to review current operations and campus goals. The final state appropriation allocations will be brought before the Committee for approval at the October meeting along with the FY97 Operating Budget.

The next item on the agenda was the Administrative Redesign Update. Vice President Lenhardt then introduced Ms. Cynthia Busis and Mr. John Moriarty from Pappas Consulting Group to update the Committee on Phase II of the University's administrative redesign project completed on June 30. Mr. Moriarty and Ms. Busis first reported on the creation and implementation of four pilot projects to redesign aspects of the administrative process. The objective of these projects was to provide tangible results and benefits to the University, demonstrate how the redesign process could work on a larger scale, and build credibility with faculty, staff, trustees and external constituencies. The pilot projects focused on four service areas:

- Student Services: the management of undergraduate, enrollment, admissions and financial aid. Result: Amherst has implemented a Voice Response System in the Financial Aid office, Boston has completely redesigned the office processing the flow of freshmen and transfer admissions through the elimination of 6 steps in the admissions process, Dartmouth has implemented a one-stop resource area for students and Lowell has established an "enrollment mentors" program utilizing over 80 staff volunteers to provide mentoring to first year commuter students.

- Human Resources: recruiting and hiring. Result: All five campuses have participated in the redesign of personnel forms used in the hiring process. Pilot testing of these forms will begin in July and roll out to all departments on each campus by 12/31/96.

- Procurement: purchasing and accounts payable. Result: All five campuses are implementing a Purchasing Card for buying office supplies less than $500.00. The Treasurer is developing procedures for paying the vendor directly for purchases made. It is expected that the purchasing cards will free purchasing staff for other duties, and reduce delay in getting supplies into the hands of the purchaser.

- Financial Accounting and Reporting: accuracy and timeliness of financial management reports. Result: All five campuses are implementing changes in processing travel expenses; Trustee approval of new financial policies and the President' issuance of guidelines for the campuses and President's Office to use in developing detailed procedures.

There was then a general discussion on the Stage II report and plans for the future (Stage III) including measuring the outcomes of these projects, emphasis on perfecting student enrollment services, creating a one-step or zero-step process using technology for the student to complete his/her business of applying, getting a decision quickly and becoming enrolled. Chair O'Leary and several members of the Committee voiced their concern that the projects impact the students positively and the employees of the University be involved in the evaluation of management. Trustee Karam suggested that Stage III be delayed until all of the pilot programs are in place.

There being no further business, the meeting adjourned at 4:45 p.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Thursday, October 3, 1996; 9:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Spence; Vice Chair Fey; Trustees Andriolo, Arciero, Bogan, Carter, Haynes, Karam, Lewenberg

Committee Members Absent: Trustees Croft, Flores, Foley, Hoff and O'Leary

Other Trustees: Trustee Giblin

University Administration: President Bulger; General Counsel Kirby; Vice President Lenhardt; Chancellors Scott, Penney, Cressy and Hogan; Deputy Chancellors MacCormack and Stanton; Vice Chancellors Page, Dars and Goodwin

Faculty Representatives: Professor Knight

Chair Spence convened the meeting at 9:14 a.m. and began by informing the Committee that future meetings would include discussion around policy issues affecting the University.

The first part of the agenda included six items that would be considered under the Consent Agenda at the Board meeting. Those items include: 1) Revisions to the Investment Policy, 2) Lease for Chelsea Recycling Center, UMASS Lowell, 3) Lease for Submillimeter Testing Lab, UMASS Lowell, 4) Revisions to Self Insurance Trust Document, 5) UMASS Building Authority Financing, 6) Authorization for Transfer of Land to Lowell Arena Commission for Baseball Stadium. Vice President Lenhardt gave a brief presentation of each of these items.

The first item Revisions to the Investment Policy had been discussed at length at the Investment SubCommittee held on September 12. Vice President Lenhardt asked that the record show that Trustee Naughton had questions about CMO's (Collateralized Mortgage Obligations) and that the University would refrain from investing in them until he and Associate Treasurer Marquis had time to review this issue further.

The next two items were two leases brought forward by Chancellor Hogan. A Lease for Chelsea Recycling Center, UMASS Lowell, is authorization for more permanent space for the Center. The Lease for Submillimeter Testing Lab, UMASS Lowell is necessary as the Lab recently vacated the property to be used by the City for the baseball stadium.

Vice President Lenhardt then discussed the next item, Revisions to Self Insurance Trust document. The Medical Center maintains professional liability, hospital premises liability and physicians' and surgeons' liability coverage for the Teaching Hospital and Group Practice physicians through the Self Insurance Trust Fund. The revisions will add coverage for activities related to the operation of a managed care organization. The activities to be added include peer review, utilization review, health care cost review and other similar activities.

Vice President Lenhardt was then asked to explain the history of the Self Insurance Trust. He responded that ten years ago, the Medical Center decided it would be better financially to establish their own self insurance trust. The University obtained a statutory approval to establish this trust so that we are now self insured for all malpractice issues and general liability issues. The Trust funding is based on the number of claims that have been made. We then reserve against those claims. The Group Practice has funding for the trust which is now at $54 million dollars. We are reserved for 46 or 47 million, the extra money going towards administration and the purchase of excess coverage.

The next item, Building Authority Financing, is the mechanism to reimburse the University or campus for the expenditure of local funds for planning and early development of capital projects in anticipation of borrowing by the UMASS Building Authority or the Commonwealth for those projects.

The next item was Authorization for the University of Massachusetts Building Authority to Transfer Land to Lowell Arena Commission for the Baseball Stadium. Vice President Lenhardt explained to the Committee that the Lowell Arena Commission has asked the UMASS Building Authority to transfer land currently occupied by the University for the construction of a baseball stadium.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To approve the amendments to the Revised Investment Policy (formerly the Cash Management Policy), as contained in Doc. T92-031, (Appendix F, as amended).

And,

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To authorize the Chancellor of the Lowell campus, with the approval of the Division of Capital Planning and Operations, to lease for up to five years space not to exceed 1,500 net square feet of office space in the city of Chelsea for the use of the Chelsea Recycling Center.

And further,

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To authorize the Chancellor of the Lowell campus, with the approval of the Division of Capital Planning and Operations, to lease for five years approximately 15,562 square feet of office space and sixty parking spaces at 175 Cabot Street in Lowell for the use of the Submillimeter Testing Laboratory.

And,

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To approve the following amendments to the Self Insurance Program (Doc. T93-126) and to authorize the Secretary of the Board to execute an amended document with these changes:

Add a new clause (f) to Section II. Exclusions, of Part 1 Professional Liability which states as follows:

(f) As respects the furnishing of Professional Services in the operation of a managed care organization as stated in the definition of **Professional Services**:

(i) To the willful violation of a statute, ordinance or regulation committed by or with the knowledge or consent of an **Insured**;

(ii) To any criminal, dishonest, malicious acts, errors or omissions, or those of a knowingly wrongful nature committed by or at the direction of an **Insured**;

(iii) To any payment obligations assumed by the **Insured** as a carrier, insurer, reinsurer, or third party payor;

(iv) To the violation or alleged violation of the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, or any state Blue Sky or securities law or similar state or federal statute and any regulation or order issued pursuant to any of the foregoing statutes, or any actual or alleged violation of the Racketeer Influenced and Corrupt Organizations Act, 18 USC Section 1961 et seq, and any amendments, or any rules or regulations promulgated;

(v) To any action or proceeding brought by or on behalf of any federal, state or local government regulatory agency or administrative agency, whether such action or proceeding is brought in the name of such agency, or by or on behalf of such agency in the name of any other individual or entity.

(vi) To liability arising from any responsibilities, obligations or duties imposed upon fiduciaries by the Employee Retirement Income Security Act of 1974 or similar provisions by any federal, state, or local statute or common law, or any amendments thereto, or any rules or regulations promulgated thereunder.

Strike the current clause (e) and replace it with the following new clause (e):-

(e) Any person not covered under paragraphs (a) through (d) above who at the express direction or request of the **Named Indemnitee**, renders the following **Professional Services**:

Service as a member of or as a participant in a formal medical accreditation, quality assurance, peer review or similar medical professional board or

committee of the **Named Indemnitee**, or as a person charged with the duty of executing directives from:

1. any such board, committee or society, or

2. any hospital management board or any successor body or its committees and any committee of the **Named Indemnitee** whether advisory or managing; or

Peer review. utilization review, healthcare cost review, or any other similar activity connected with the ownership, management of or in connection with providing Professional Services in the operation of a managed care organization as stated in the definition of **Professional Services**.

Add a new clause (3) as follows:-

(3) Any professional services in the operation of a managed care organization, including, but not limited to:

(a) utilization review activities, being the process of evaluating the appropriateness or necessity of proposed or already performed professional services of a medical nature, or the reasonableness of the proposed or already incurred costs of such services, for the purpose of determining whether such services or costs will be approved by the **Insured**, regardless of whether such evaluation is done prospectively, concurrently or retrospectively; and,

(b) any of the following services or activities performed or provided by any **Insured** for or on behalf of a **Named Insured**: quality assessment or cost review in respect of professional services of a medical nature; designing managed health care plans, appointment and reappointment, credentialling, and delineation of clinical privileges for managed health care plans; performing underwriting and risk selection functions for managed health care plans; quoting or classifying risks for managed health care plans; selling insurance under a managed health care plan; processing applications for managed health care plans; enrollment processing for managed health care plans; billing and collecting premiums for managed health care plans; issuing policies or certificates of insurance for managed health care plans; determining eligibility for coverage under managed health care plans; adjusting, investigating or handling claims for benefits or coverages under managed health care plans; marketing managed health care plans; selecting or contracting with health care providers; reimbursing or paying health care providers: actuarial services for managed health care plans; data processing services for managed health care plans; recovery subrogation services in respect of managed health care plans; risk management and loss control operations solely with respect to managed health care plans: and other services or activities customarily and ordinarily performed with respect to the management, administration or operation of managed health care plans.

And further,

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

WHEREAS, the University of Massachusetts (the "University") intends (i) that the projects described in Attachment I to this Vote (the "Projects") be undertaken, (ii) that all or a portion of the costs of the Projects be financed through the issuance of tax-exempt bonds by the University of Massachusetts Building Authority (the "Authority Bonds") and The Commonwealth of Massachusetts (the "Commonwealth Bonds") and (iii) that there shall be reimbursed from proceeds of the Authority Bonds and the Commonwealth Bonds (collectively, the "Bonds") certain expenditures for the Projects made prior to the issuance of the Bonds;

NOW, THEREFORE, BE IT RESOLVED that the University declare and it hereby declares its official intent under Section 1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The University reasonably expects that there shall be reimbursed from the proceeds of Authority Bonds and Commonwealth Bonds, expenditures (including expenditures made within the last 60 days) temporarily advanced for the Projects by the University, the maximum principal amount of Authority Bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being $120,000,000, and the maximum principal amount of Commonwealth Bonds, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being $120,000,000.

And,

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

BE IT RESOLVED:

WHEREAS, pursuant to St. 1991, c. 142, S33, the rights, powers, duties, and properties of the board of trustees of the University of Lowell shall be exercised, performed and held by the board of trustees of the University of Massachusetts ("the Board"); and

WHEREAS, pursuant to St. 1995, c. 267, S22, all real and personal property and all duly existing contracts, leases and obligations of the University of Lowell Building Authority were transferred to the University of Massachusetts Building Authority ("the Authority"); and

WHEREAS, Section 10.2 of the Restated Contract for State Financial Assistance and Services dated as of September 1, 1976 between the Commonwealth of Massachusetts, acting by and through the Board of Trustees of the University of Lowell, and the University of Lowell Building Authority, as supplemented ("the Contract"), provides that the Authority shall not, without the written approval of the Board, assign, mortgage, pledge, or otherwise encumber any project, or any part thereof, or any properties used in connection therewith; and

WHEREAS, the Authority is the owner of land located at 450 Aiken Street in Lowell, Massachusetts, as evidenced by Certificate of Title No. 13373, and shown as Lots 1 and 2 on subdivision plan 26607 B, filed with Certificate of Title No. 10248, and bounded and described as follows:

Southeasterly by the northwesterly line of Aiken Street, two hundred twenty-nine and 98/100 (229.98) feet;

Southeasterly by the northwesterly line forming the junction of said Aiken Street and Pawtucket Street, one hundred five and 94/100 (105.94) feet;

Southerly by the northerly line of said Pawtucket Street, three hundred forty-one and 2/100 (341.02) feet;

Westerly by land now or formerly of Jacob Swartz et al, three hundred fifty-seven and 90/100 (357.90) feet;

Northwesterly by said Swartz et al land and by land now or formerly of the Proprietors of the Locks and Canals on Merrimack River, three hundred fifty-five and 24/100 (355.24) feet; and

Northeasterly by said land of the Proprietors of the Locks and Canals on Merrimack River, five hundred twelve and 37/100 (512.37) feet; and

WHEREAS, the acquisition of the land and the buildings thereon (collectively, "the Property") and the improvement of the Property were part of a project financed by Lowell Technological Institute Building Authority Facilities Bonds, First Series; and

WHEREAS, by lease dated as of November 1, 1968, and amended October 29, 1971, the Authority leased the Property to the Lowell Technological Institute Research Foundation, now the University of Massachusetts-Lowell Research Foundation ("the Research Foundation"); and

WHEREAS, the Lowell Arena Commission, a commission established by the City of Lowell pursuant to St. 1994, c.325, wishes to acquire the Property; and

WHEREAS, the Authority and the Research Foundation wish to terminate the lease of the Property; and

WHEREAS, the Board acknowledges that the termination of the lease of the Property and the rent payable to the Authority as lessor of the Property will not substantially affect the Authority's Net Revenues (as defined in the Contract): and

WHEREAS, the Authority desires to convey the Property to the Lowell Arena Commission for nominal consideration;

NOW THEREFORE, the Board
1. Approves the termination of the lease of the Property between the Authority and the Research Foundation, and

2. Approves the conveyance of the Property by the Authority to the Lowell Arena Commission.

The next item on the agenda was FY 1997 State Appropriation Allocation. Vice President Lenhardt informed the Committee that this is the fifth year the Board has been authorized to confirm the President's allocations of state appropriations to the five campuses. President Bulger explained that the budget went through a two-stage process to allocate an increase of $25 million over the original FY1996 state appropriation. The first phase provided a base of funding for each campus. These allocations incorporated FY1996 state appropriation levels plus additional funds to meet wage increase costs in FY1997.

The second phase was completed in September following a series of budget meetings with each Chancellor. The discussions focused on review of current campus operations, including efforts to restructure, campus goals and outcomes and the need for new funding for special areas. Each campus received at least a 6% increase. A commitment was made to provide support for the opening of the Marine Science Laboratory at UMASS Dartmouth. The Chancellors then updated the Committee with some of the plans for the additional funds: at UMASS Boston, the funds will help scholarship aid, at UMASS Amherst there will be an increase in priority programs, UMASS Dartmouth will be purchasing micro computers and furnishings for the library and communications center, at UMASS Lowell the funds will be used for the campus "Spruce Up Project" .

Chair Spence requested that the infrastructure issue stay on the front burner and that this Committee receive regular reports on the status of capital expenditures. Vice President Lenhardt pointed out that approximately $42 million dollars is projected to be spent on infrastructure improvements in FY1997. That number will go up once the capital plan is in place.

It was moved, seconded and

VOTED: To recommend that the Board take the following action

To approve the following FY 1997 state appropriation allocations:

Amherst	$180,172,483
Boston	$66,015,014
Dartmouth	$36,703,467
Lowell	$56,926,553
Worcester	$28,908,139
Donahue Institute for Governmental Services*	$758,403
University Health and Welfare Fund**	$2,621,570
President' Reserve	$207,490
TOTAL	$372,313,119

* *Includes UMASS Economic Project.*
***Reserve for state employee dental insurance.*

Further, to authorize the President to make adjustments to the campus allocations for support of the President's Office and Central Administrative Services, to be reflected in the final allocation schedule submitted to the state.

The next item was the FY1997 Operating Budget. Vice President Lenhardt explained that this is the culmination of a five month process. He further noted that the budget projects an overall $35 million dollar deficit for FY1997, about 2 1/2 percent of our operations, $30 million of that is at the Medical Center due to some elaborate accounting changes relating to the clinical system.

Chair Karam then requested that the Administration provide a report explaining in greater detail the deficit issue and fund accounting. He also discussed the need for a policy in the next couple of years that would prohibit the campuses from operating under a deficit situation. Vice President Lenhardt explained that these issues would be addressed further in the November/December cycle. Trustee Haynes suggested that we not inhibit the campuses plans with a firm "no-deficit" policy. It was also suggested that the University present the financial situation in a more understandable fashion for the public.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the FY 1997 Operating Budget for the Amherst, Boston, Dartmouth, Lowell, and Worcester campuses, the System Administration, and the Maurice Donahue Institute for Governmental Services, as contained in Doc. T96-081.

The next item on the agenda was the FY1998 State Budget Request Guidelines. Vice President Lenhardt reported that the University is required to submit its FY1998 budget request to the Board of Higher Education. The proposed set of guidelines will be used to develop the budget request and is based on the University's funding formula, the program, mission and structure of the campuses.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Budget Request Guidelines (Doc. T96-102), which will be utilized in developing a request to the state for support in the next fiscal year.

And further,

To authorize the President to prepare and submit the FY 1998 State Appropriation request using approved Budget Request Guidelines.

The next item was the FY 1996 Treasurer's Report. Vice Lenhardt reported that the University had a very good year, returning more than $15 million dollars to the campuses for operations from investment strategies.

Chair Spence then gave a report of the Investment Subcommittee which had recommended approval of the Treasurer's report. She spoke of the University's fund managers and noted that there had been a discussion of portfolio performance and that the Committee expects the investment performance could be improved in a year's time. It was moved, seconded and

Committee on Administration and Finance
October 3, 1996

VOTED: To recommend that the Board take the following action:

To accept the FY 1996 Treasurer's Investment Report as contained in Doc. T96-103.

There being no further business, the meeting adjourned at 10:05 p.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

(revised 1/21/97)

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINISTRATION AND FINANCE

Thursday, November 21, 1996; 9:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Spence; Trustees Arciero, Bogan, Carter, Croft, Flores, Foley, Giblin, Karam, Lewenberg, Mihos, Naughton and O'Leary

Committee Members Absent: Trustees Andriolo, Fey, Haynes, and Hoff

University Administration: President Bulger (arrived late); General Counsel Kirby; Vice President Lenhardt; Ms. Wanczyk, University Controller; Chancellors Scott, Cressy and Hogan; Deputy Chancellors MacCormack and Stanton; Vice Chancellors Page, Dars and Goodwin; Mr. Lapidas, Director of Network Affiliations/Managed Care

Faculty Representatives: Professors Knight, Singh and Phelan

Chair Spence convened the meeting at 9:10 a.m. and began by indicating that President Bulger would be late due to a prior commitment in Worcester. She then introduced Mr. Christy Mihos, the newest member of the Board and Committee.

Chair Spence also announced that the FY1996 Financial Report would be voted on by the Audit Committee and the FY 1996 Financial Statement Presentation would be discussed by this Committee. She further reported that a new item had been added to the agenda, the Naming of the Residence Dining Hall at UMASS Dartmouth.

Also, as part of the Committee's intent to focus on a policy issue at every meeting it was suggested that the Committee discuss financial indicators. Chair Karam suggested that the campuses come up with four or five critical areas of improvement including targets for those areas.

The first item on the agenda was the amendments to the **University Procurement Policy and the Consultant Services Policy**. Vice President Lenhardt reported that these amendments will raise bid limits to appropriate contemporary levels. The Purchasing Policy would increase the limit for purchases of supplies and other property without advertising and competitive bids from the current level of $2,000 to $5,000 and establish a $10,000 limit for the purpose of any labor and materials construction project.

The Consultant Services policy would be modified to increase the limit for professional service contracts from the current $25,000 to $50,000. There was a general discussion about the need for the Committee to know on an on-going basis the status of large consultant contracts, possibly on a quarterly basis.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the amendments to the Purchasing Policy, as contained in Doc. T92-031 (Appendix A, as revised) and to the Consultant Services Policy, as contained in Doc. T92-031 (Appendix D, as revised).

The next item was the **University Tuition Waiver Policy**. Vice President Lenhardt reported that this policy brings the University into compliance with state statute and Board of Higher Education policy. General Counsel Kirby confirmed that the policy removes campus flexibility to provide tuition waivers based on talent or athletic ability. Waivers will be purely need-based except for categories established by legislation or the BHE. It was suggested that the Committee table this motion to give the University an opportunity to make a presentation before the BHE on the reasons why certain other categories of tuition waivers are still needed. Because the University needs to be in compliance with state laws the Committee agreed to recommend the action with an amendment noting its support for other waivers. The motion was amended with the Committee's intention.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Tuition Waiver Policy subject to any discussion required by law for employees covered by collective bargaining. This policy shall supersede and rescind all other policies in the University which are inconsistent herewith including (but not limited to) Doc. T83-098; provided however, that the Board of Trustees expresses its intention to support the requests for new categorical waivers including waivers for students with special talents.

The next item was **Endowed Professorships, UMASS Amherst**. Chancellor Scott reported of the request to name the Joseph Flavin Professorship of Entrepreneurship in the School of Management which was established by John P. Flavin with an annual cash commitment of $100,000 to be made for a minimum of five years. There was also a request to name the Leonard J. Horowitz Professorship in Latin American Politics and Studies in the College of Social and Behavioral Studies which will be established with a cash gift of $450,000 from Mr. Horowitz's estate with an additional $300,000 to be added by the end of 1996.

Chancellor Scott then reported on the **Request to Name the Polymer Morphology Lab the W.M. Keck Electron Microscopy Laboratory, UMASS Amherst**. The lab is located in the Silvio Conte National Center for Polymer Research and was made possible through an award of $550,000 by the W. M. Keck Foundation for the purpose of a state of the art electron microscope.

The next item was the **Approval of the Mullins Center Capital Projects, UMASS Amherst**. Chancellor Scott reported that the campus is requesting the use of a portion of the funds remaining in the Mullins Construction Fund to complete health and safety and improvement projects. A vote is needed to instruct the Building Authority to carry out these projects.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the establishment of the following endowments:

•Establishment of the Joseph P. Flavin Professor of Entrepreneurship

•Establishment of the Leonard J. Horowitz Professorship in Latin American Politics and Studies

And,

VOTED: To recommend that the Board take the following action:

To name the **Polymer Morphology Lab at the Amherst campus the W. M. Keck Electron Microscopy Laboratory**.

And further,

VOTED: To recommend that the Board take the following action:

WHEREAS The University of Massachusetts Building Authority (The " Authority") is authorized by Chapter 773 of the Acts of 1960, as amended, among other things, to provide dormitories, dining commons and other buildings and structures for the use of the University of Massachusetts (the "University"), its students, staff and their dependents and certain organizations related to the University, to alter, enlarge reconstruct, remodel and do other work in or upon or respecting any building or structure, to provide and install furnishings, furniture, machinery, equipment and facilities in or for or related to any such building or structure and to initiate projects for such purposes upon written request made by authority of the Board of Trustees (the "Trustees") of the University and upon written approval from the Commissioner of Administration; and

WHEREAS the Authority has previously issued its $23,855,278.85 Project Revenue Bonds, Series 1988-A (the "Bonds") for the purpose, among others, of financing a portion of the costs of constructing the William D. Mullins Memorial Center (the "Mullins Center") at the Amherst campus of the University; and

WHEREAS approximately $2,000,000 of the proceeds of the Bonds are available to be applied to the purposes for which the Bonds were issued, which include further work on the Mullins Center; and

WHEREAS in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that the Authority initiate the projects described below;

NOW THEREFORE BE IT RESOLVED THAT

The President of the University be and he hereby is authorized in the name and on behalf of the Trustees to make a written request of the Authority that the Authority initiate the following five projects with respect to the Mullins Center as more fully described in the attached letter from Chancellor David Scott dated November 6, 1996:

Installation of Heat Trace Roof Downspouts
Installation of Ladders and Walk Pads for Ice Rink Roof
Installation of Fall Protection Rigging Equipment
Upgrade of Electrical Centrifugal Chiller
Enhancement of Dehumidification System for Ice Rink

The President of the University and all other officers of the University be and they are and each acting singly is authorized and directed to request the Commissioner of Administration to approve in writing the undertaking by the Authority of the projects a request for which is hereby authorized and to do such other things and to take such other action as to the officer or officers so acting shall, as conclusively evidenced by their taking the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

The next item was **Naming of the Residence Dining Hall, UMASS Dartmouth**. Chair Karam reported that former Governor Endicott Peabody had been a big supporter of higher education in the 1960's and was a major beneficiary for the Dartmouth campus.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To name the Residence Dining Hall on the Dartmouth campus in honor of former Governor Endicott Peabody. (Doc. T96-139)

The next item was the **Approval of the Principles of Employee Conduct**. Vice President Lenhardt reported that the Administrative Redesign Project discussions over the last year made it apparent that the University needed to formally adopt a code of employee principles as more responsibility is delegated to our employees. The intent is to outline the expectations the University has of its employees as well as the goals and responsibilities of the University. Vice President Lenhardt then pointed out that an amended version of this policy had been distributed around the table.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Principles of Employee Conduct as contained in Doc. T96-136, as amended subject to any discussions required by law for employees covered by collective bargaining agreements.

The next two items were **Establishment of Biologics Laboratory Trust Fund** and **Authorization to Execute Biologics Laboratory Contract with Department of Public Health**. Vice President Lenhardt and Deputy Chancellor Stanton reported that legislation requires that the Biologics Labs facilities under the control of the Department of Public Health be transferred to the University. The legislation also provides that the University shall maintain a separate account for the labs for its revenues and expenditures. The action today will establish a separate trust fund for the labs and will permit the Chancellor to waive the application of regular University policies if needed, during the transition period.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To establish, in accordance with the provisions of subsection (g) of section 43 of chapter 75 of the General Laws, the University of Massachusetts Biologic Laboratories Trust Fund at the Worcester campus to support the research, development and production of vaccines and other biologic products, including agreements with private parties in accordance with subsection (d) of said section 43, and related training in those processes, previously performed by the Department of Public Health for the benefit of the citizens of the Commonwealth who benefit from its programs supporting childhood immunization, orphan products, and the public health. Expenditures from the Fund shall pay for the cost of the operations, management and activities of the Laboratory and related support provided by the Medical Center and the University.

The Laboratory shall give an absolute preference to the research, development and production of those biologic products which relate to childhood diseases.

The Trust shall be assessed by the Office of the President for administrative services. The rate of that assessment and the rate of any other indirect or overhead charge to be made against the Trust fund shall not exceed 10% unless approved by the Advisory Board established by section 43 of the General Laws.

Further, to authorize spending from such Trust Fund in Fiscal Year 1997 not to exceed the revenues received by the Fund in that year. Annual budgets shall be required for each fiscal year thereafter.

And Further, to authorize the Chancellor to waive the application of any University policy applicable to the operation of such Trust Fund (except for the Intellectual Property Policy and the Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures at UMASS Worcester) during Fiscal Year 1997 which he deems necessary to ensure a smooth transition of the State Biologics Laboratory from the Department of Public Health to the University. No such waiver shall extend beyond Fiscal Year 1997 and all University policy shall apply as of July 1, 1997 and thereafter.

And further

VOTED: To recommend that the Board take the following action:

To authorize the President to take all actions and execute all documents including the agreement(s) with the department of Public Health that he deems necessary to accomplish the transfer to and establishment of the Biologics Laboratories at the University.

With the arrival of President Bulger the next item on the agenda was **Consideration of a Tuition Reduction**. President Bulger then reported that it is his intention to make the University as financially accessible as possible, which would be consistent with the dialogue on this topic currently taking place across the state. It is expected that a 5% tuition reduction in in-state undergraduate charges will be reflected in the tuition and fee rates at or before the April Board meeting.

Trustee Carter expressed his support for the President's proposal to cut tuition costs but urged the Board to remember that tuition is less than half of the total cost of attending the University. President Bulger said he had discussed with each of the Chancellors the importance of keeping student fees stable.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with Section 1A of Chapter 75 with Section 9 (i) of Chapter 15A of the General Laws, to authorize and direct the President to recommend specific student charges for Academic Year 1997-98 at or before the April Board meeting, provided, however, that such recommendation shall provide for an average overall 5% reduction in in-state undergraduate tuition rates across the campuses.

The next item on the agenda was the **1996 Financial Statement Presentation**. Ms. Wanczyk made a presentation which reflected the University's balance sheet and statement of operations for the previous fiscal year. The primary focus of the report was the fiscal performance in the context of the financial indicators that were developed two years ago.

Following the presentation Chair Spence thanked Ms. Wanczyk for the clarity of the report. Chair Karam requested that the Board continue to be updated with the status of the financial indicator targets.

The next item was the **University Health Care Report** presented by Trustee Foley and Mr. Lapidas, Director of Network Affiliations/ Managed Care. Trustee Foley reported that the Ad Hoc Health Care Committee had been appointed to participate in an in-depth study of the five campus student health service programs. The report presented to the Committee summarized the results of the study, identified some "best practices" for adoption and outlined steps that can be taken to create a more consistent and cost effective program among all the campuses. Dr. Foley then thanked each member of the Ad Hoc Committee for their help with this project over the past year.

Mr. Lapidas then gave an overview of student health services on each of the campuses including the number of visits, budgets, program variations, total amount of money spent on supplemental insurance, student premium comparisons, and ranges of potential savings.

It was further reported that as a result of this study the following opportunities for savings or improvements in service were identified:

- reduced premium rates for supplemental insurance for students by consolidating a five campus product;
- Health Insurance for recent graduates and alumni who have no insurance by utilizing the supplemental insurance package;
- Lower cost health insurance options for university and other state employees by utilizing the UMASS Health System and affiliate network;
- Provision of student health services to other colleges and universities by utilizing the UMASS Student Health Services network and the UMASS Health System and affiliate network.

Chair Spence and the Committee members then commended Trustee Foley and the members of the Ad Hoc Committee on the work done on this report and discussed the proper way to proceed and the potential cost to implement these recommendations. It was suggested that the Chancellors take time to reflect on these recommendations and report back to the Committee the best way to proceed.

There was also an informational item, FY 1997 First Quarter Interim Financial Report.

The meeting adjourned at 11:00 a.m.

Barbara F. DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Monday, June 3, 1996; 3:00 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Hoff; Trustees Karam, Kraft, and Naughton; Ms. Farrell, Secretary to the Board

University Administration: President Bulger; General Counsel and Vice President Kirby; Executive Vice President Jim Julian

Chair Hoff convened the meeting at 3:15 p.m. He reviewed the agenda, the first item being the discussion of the Role of the Committee. This discussion reflected the Committee's role as a source for leadership in fundraising, beginning with creating the culture and environment for fundraising to be successful at UMASS.

The next item on the agenda for discussion was Fundraising Strategies. This discussion consisted of the Committee's interest in reviewing lists that have been maintained in the development offices for purposes of identifying potential donors and developing a strategy for the University as a whole. They further discussed reviewing information regarding individuals and employers in the state who might make donations to the University. The Committee also discussed the issue of a coordinated fundraising and development effort for the University system, and the potential for realizing an increase in gifts by working as a system. The Committee asked for information from another system that might have a comparable organizational structure.

The Committee then discussed item three on the agenda, the UMASS Foundation. Some of the Committee members and University administration have had initial discussions regarding changes for the Foundation Board, in particular making that board the driving force for fundraising.

The next item for discussion was Joint Ventures which Chair Hoff and President Bulger suggested be postponed for the future.

The next item on the agenda was Fundraising Event, September, 1996. Discussion regarding the possibility of having such an event was held. Chair Hoff asked that Committee members consider some of the issues, such as when it might be held (not before mid-November, 1996), where it would be held, and what the theme of such an event might be.

There being no further business to come before the Committee, the meeting adjourned at 5:20 p.m.

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

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MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Wednesday, August 7, 1996; 7:45 a.m.
Hamilton Room
Sheraton Inn Lowell
Lowell, Massachusetts

Committee and Committee Staff: Chair Hoff; Trustees Karam, Kraft and Naughton

Committee Members Absent: Trustee Croft

University Administration: President Bulger; Executive Vice President Julian; Vice President and General Counsel Kirby

Chair Hoff convened the meeting at 7:45 a.m. There was a discussion of a fundraising event for the University System during the next year. Several possibilities were discussed. Chair Hoff asked members to consider those possibilities discussed and to report back to him prior to the August 16 meeting of the Development officers. A final decision on a fundraising event will be made by August 21, 1996.

Chair Hoff informed the Committee that the Lowell campus had recently hired a new Development Officer who will begin within the next several weeks. This appointment means that each campus has a Development Officer on board except for the Dartmouth campus and Chair Hoff will discuss such a position for Dartmouth with Chancellor Cressy.

There was a discussion among members concerning the best structure for fundraising for the University including the Development Offices and the Foundation. There was wide agreement that major corporate and individual donors should not be contacted by each of the campuses but a coordinated effort for all five campuses must occur. Vice President Julian reported that he had attended several regular meetings of the Chief Development Officers on campus and that he will continue to participate in those meetings. General Counsel Kirby provided a summary of the current Foundation structure and the members discussed possible modifications.

The members discussed the qualities needed in an Executive Director for the Foundation and agreed that the President would review job descriptions at other universities and select the best qualities necessary for the University.

The meeting adjourned at 9:05 a.m.

Joyce A. Kirby
Vice President and General Counsel

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MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Thursday, September 12, 1996; 11:00 a.m.
Knapp Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Hoff; Trustees Croft, Fey, Foley, Kraft and Naughton

University Administration: President Bulger; Executive Vice President Julian; Vice President and General Counsel Kirby

Guests: Peter Nessen

Chair Hoff convened the meeting at 11:10 a.m. He began by introducing Peter Nessen, former Secretary of Administration and Finance for the Commonwealth, who has been involved in fundraising for Harvard Medical School. Mr. Nessen provided a presentation to the Committee on fundraising, including his view that the University should match its needs with the publics knowledge about the University. He explained that he used a "prospectus" for Harvard Medical School to explain exactly what they were doing, and to ask the public to "invest in specific projects at the Medical School." He also indicated his belief in raising unrestricted funds, rather than endowment funds. There was extensive discussion with Mr. Nessen, including the possibility of adding $1 to every ticket for university events to be used for the University endowment, and discussions concerning the University's role as a leader in the Massachusetts community. Following extensive discussion, Mr. Nessen departed the meeting at 12:30 p.m.

Chair Hoff asked Committee members if there were any questions concerning the draft materials on the structure of the University of Massachusetts Foundation. After some discussion, the Committee agreed that the President should forward the proposed changes to the Chancellors for review and comment, with the understanding that the full Development Committee supported the proposed changes.

Chair Hoff asked for a status report on the search for an Executive Director which Vice President Julian provided. There was some discussion about the use of a Search Firm for the position and it was determined that the search should be completed expeditiously and that Vice President Julian would report back to the Committee.

Chair Hoff noted that the Committee must come to a conclusion on the issue of a Five-Campus fundraising event for the Spring that would be linked to the President's investiture. After some discussion, it was decided that a Spring dinner in Boston at the end of April or the beginning of May should be planned as soon as possible.

There being no further business to come before the Committee, the meeting adjourned at 1:20 p.m.

Joyce A. Kirby
Vice President and General Counsel

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ATHLETICS

Wednesday, April 3, 1996; 12:30 p.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Bogan; Trustees Andriolo, Karam, Lewenberg; Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustees Foley and O'Leary

Other Trustees: Trustee Giblin

University Administration: President Bulger; General Counsel Kirby; Chancellors Cressy, Hogan and Scott; Athletic Directors Dowd, Marcum, Skinner and Titus; Vice President Lenhardt; Mr. Wolcott, University Auditor

Chair Bogan convened the meeting at 12:35 p.m. He began by offering congratulations to the Men's Basketball team at UMASS Amherst on their outstanding season and first appearance at the NCAA Final Four tournament. UMASS Amherst Athletic Director Marcum then spoke to the various awards received by both Coach John Calipari and player Marcus Camby, the benefit of the national media attention, and praise that members of the media had for the conduct of team members. Mr. Marcum indicated that all information regarding financial settlements from the year would be available after the A10 Conference meets in May, while financial returns from the NCAA tournament would not be available until spring, 1997.

Committee members also offered their congratulations and recognition to the Lowell Ice Hockey program, which very nearly qualified for the final four tournament. The hockey team finished yet another very successful year.

Chair Bogan then turned to the first item on the agenda, NCAA Convention Review. Chair Bogan referred to a review of the convention sent to him by Chancellor Scott, which he will have forwarded to the Committee. Chancellor Scott then made comments on two major items taken up at the convention: restructuring of NCAA governance and the new academic eligibility requirements. Mr. Marcum offered further detailed information regarding the restructuring, which will ultimately mean greater autonomy for Division I institutions. Regarding the vote to amend academic eligibility requirements to be instituted August 1, 1996 (Proposition 19), Chancellor Scott informed the Committee that the campus had cast its vote in favor of greater flexibility in admissions standards and requirements which more closely resemble the University's general admissions policy; the Proposition did not pass.

The next item on the agenda was Campus Allocations for Title IX. Chair Bogan turned to Vice President Lenhardt for the overall review of the capital request. Vice President Lenhardt reminded the Committee that the University had submitted a total of $9.3 million in requests for Title IX projects, which was converted into a legislative authorization request and passed as part of the total higher education bond authorization bill. The state subsequently established a spending cap for the capital monies allotted to the University and the higher education system, and it is the University's obligation to determine how the funds will be spent with Title IX requests folded in to the total plan.

Each campus is revising its plans in keeping with the cap, and Vice President Lenhardt indicated that the campuses have kept the original list of Title IX projects in their plans. Some discussion regarding the commitment of the University to Title IX was held, and possible activities of the Trustees in making the case for a separate allocation of the $9.3 million. The Chancellors and Athletic Directors each spoke to the imperative for these funds in improving the facilities for women athletes on the campuses and the associated impact on recruitment of athletes. There was also discussion regarding the legal issues surrounding Title IX compliance and the worthiness of the projects apart from the main capital projects based on the legal aspects. The Athletic Directors addressed the Committee noting frustration of students and concerns regarding the athletic programs which had received promises of improvements. Vice President Lenhardt reported that the delegation of authority to UMASS from DCPO is limited to non-construction related items or construction items under $200,000. President Bulger said that he would address the Title IX capital issue.

The next item on the agenda was the Audit Reports--NCAA Compliance, UMASS Amherst. University Director of Auditing David Wolcott provided some background information regarding the NCAA regulations for audits, and the audit departments agreed-upon procedures with the athletic department. This audit is done annually and has been taking place since 1987. Coopers & Lybrand, the University's outside audit firm, had no reportable conditions and Mr. Wolcott said that all were satisfied with the results. Mr. Marcum then spoke to the certification process that the campus is now undergoing which is required by the NCAA; initial self studies from this will be available in August 1996, with a review team on campus in the fall. This peer review committee will make certain recommendations which the campus will review.

The Committee then briefly discussed the marketing programs at the University, particularly at UMASS Amherst, and the licensing program which has done very well since its inception just a few years ago. The Committee praised the efforts of the campuses for continuing to work on these marketing opportunities, particularly with the current high profile athletic teams.

The next item on the agenda was the Status of the Search for Athletic Director, UMASS Dartmouth. Mr. Dowd updated the Committee on the status of the search for a new Athletic Director. There is a ten-member Committee made up of students, faculty athletic representatives, athletic department staff and university administrators. The committee has received 124 applications that reflect substantial experience and diversity; 9 candidates have been identified for April interviews and a starting date of no later than July 1, 1996 has been set. Chancellor Cressy spoke to the importance of the new athletic director being able to promote the athletic program, work well with student athletes and build the campus' reputation in the area of athletics.

There being no further business to come before the Committee, the meeting adjourned at 1:30 p.m.

Elizabeth H. Tuthill Farrell
Asst. VP, Board Relations.

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MINUTES OF THE MEETING OF THE ATHLETIC COMMITTEE

Thursday, November 21, 1996; 12:00 Noon
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Bogan; Vice Chair Foley; Trustees Arciero, Karam, Lewenberg, Mihos and O'Leary

Committee Member Absent: Trustee Andriolo

University Administration: President Bulger; General Counsel Kirby; Chancellors Scott, Cressy and Hogan; Mr. Marcum, Mr. Titus, Mr. McBryde and Mr. Skinner, Athletic Directors

Chair Bogan convened the meeting at 12:15 p.m. The first item for discussion was **Agents on Campus**. Mr. Marcum reported that in January, 1995 there were rumors of agents or runners representing agents on campus in contact with basketball players, Marcus Camby and Lou Roe trying to convince them to turn professional. A program was set up that would register agents on campus. Mr. Glenn Wong at the Sports Management Program met with Coach Calipari and Mr. Camby and paired the list down to a workable number of agents.

The agents were then invited to come in and make presentations to Mr. Camby. A Committee was formed of Mr. Wong, Mr. Marcum, Coach Calipari and Mr. Dave Glover. After presentations were made which were usually held on the days of games, the agents were asked to stay over and attend the game. Most of them did stay over. This developed into a perception that the campus was providing free tickets to agents. A call was made to the NCAA inquiring about agents names appearing on complimentary lists on other institutions around the country ranked as the top 25 teams. The response was that they had reviewed a number of complimentary lists by other institutions and agents names had appeared. The campus extended hospitality to these agents based on the presentations they made on that particular day.

Mr. Marcum went on to report that there was one case of an agent from Hartford that was in attendance on more than one occasion. This agent had requested tickets and they were provided.

As far as preparing players, the NCAA visited with Mr. Camby, Coach Calipari, Coach Bano and Lou Roe to prepare them for outside pressure. Mr. Dick Vitale was asked to speak to the team about agents and academics. Mr. Dick Shoul who was the Executive Director of the NCAA and now Chairs the Olympic Committee also visited the team. There were several other experts that came and met with the team.

Trustee Lewenberg then offered that we need to be alert to the kinds of issues that affect our students, our athletes, our administration and our reputation and is confident that we have the right people in place that understand the issues and are aware of potential problems.

The next item on the agenda was Astroturf, Garber Field, UMASS Amherst. Mr. Marcum reported that consultants have been used to study the feasibility of having artificial surfaces

for field hockey and Men's Lacrosse at Garber Field. There has been inquiries from other teams about our position on artificial turf and there could be a problem with teams used to playing on artificial turf passing on our campus if we choose not to use the artificial turf. Currently we schedule some teams that insist on artificial turf at Westfield State College.

Trustee Foley raised the concern he has with the injury rate connected to artificial turf and distributed some information detailing the statistically significant difference between the higher Astroturf injury rates for knee sprains. He also pointed out that Richard Garber's family for who the field is named should be involved in the decision to resurface the field.

After a lengthy discussion it was decided that Trustee Lewenberg as a representative of this Committee and another member of the Board, discuss with Coach Garber's family and other alumni, the acceptance of artificial turf at Garber Field and if another field could be used. He would also look into the health concerns.

Chancellor Cressy then welcomed Mr. Ken McBryde to the Dartmouth campus as the new Athletic Director who is off to a great start with fundraising events and his success with manufacturing a weight room out of a lobby.

Chancellor Cressy then updated the Committee on Growth in Women's Athletics, UMASS Dartmouth. He reported on the campus' efforts for a gymnasium extension, the need to meet Title IX and Gender Equity requirements, the goal of meeting the critical health and wellness requirements of students, combating alcohol, drugs and eating disorders, and encouraging full scale development of intramural and instructional programs.

He also noted the 49% increase in the enrollment of women and a 650% increase since the gym was built, a 250% increase in Women's Varsity sports and a 321% increase in women student athletes. The goal of the campus in intramural participants is to triple the number. The bond issues has gone through under Title IX with a $3.2 M bond of which $1.2M is slated for the athletic fields. There is a hope to attract the Patriots training camp there. He also spoke of their efforts to raise money for the needed square feet at the Gymnasium.

Mr. Skinner then gave an update on athletic activities at the Lowell campus. Some of the highlights included the following: the arena has had its framework erected and is on track for completion by October, 1997; the baseball stadium is on schedule for an opening of spring, 1998; the student recreation center is in the process of completing a feasibility study and will serve as an important gateway to the city.

The Athletics Committee on campus is engaged in a review of the programs with the primary focus on gender equity, athletic facilities and scholarship funding levels for all of the intercollegiate athletic programs. He also mentioned that out of 85,000 entries in the NYSP National Poster Contest, Tlay Thla Chim, a participant in UMASS Lowell's National Youth Sport Program won the contest and the drawing will be used next year as the NYSP logo on all T-shirts and publications. He also reported that UMASS Lowell has been accepted into the NCAA's Life Skills Programs.

Mr. Titus from the Boston campus then gave his report. The Cross Country Team at UMASS Boston placed second place at Little East Conference Championships, the Football team was 2-7 overall and 2-6 with the New England Football Conference. The team is clearly an improved squad that was competitive in all but two games. The Men's Soccer game responded by producing the best season soccer ever seen and the Women's Soccer team improved their team as well. The Volleyball team had a 16-6 season.

He further reported on the Dana Barros Camp that was extended this year from one to two weeks, the weekly orientation programs to acquaint new users to the fitness center and how to begin an exercise program. The Center will now be open from 6:00 a.m. to 11:00 p.m. to better accommodate people's schedules.

Chair Bogan stated that the Committee would then vote to enter into Executive Session to comply with the provision of Family Education Rights Privacy Act and state privacy Laws with respect to a matter involving student records and further stated that the Committee would not reconvene in open session at the conclusion of the discussion.

Trustees Arciero, Bogan, Karam, Mihos and O'Leary voted for the motion. The time was 1:14 p.m.

It was moved, seconded and

VOTED: To enter into Executive Session for the purpose of considering a matter involving student records.

Barbara F. DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE AUDIT COMMITTEE

Wednesday, January 10, 1996; 8:30 a.m.
18 Tremont Street - Suite 800
Board Room
Boston, Massachusetts

Committee and Committee Staff: Chair Giblin and Trustee Rivera (arrived late); Ms. Farrell, Assistant Vice President, Board Relations

Committee Members Absent: Trustees Haynes, Naughton, O'Leary and Poduska

University Administration: President Bulger; Vice President & General Counsel Kirby; Vice President Lenhardt; Vice Chancellors Page, MacCormack, Dars and Goodwin; Deputy Chancellor Stanton; Ms. Wanczyk, University Controller; Mr. Wolcott, Senior Director for Auditing and Fiscal Affairs

Guests: Coopers & Lybrand: Mr. Gabranski, Mr. McBride and Mr. Ingram; Ms. Doiron; Ernst & Young: Mr. Elam and Mr. O'Hare

Trustee Giblin began the meeting at 8:30 a.m. and referred to the first agenda item under External Audit Reports, University of Massachusetts Clinical Services Division, Management Letter for the Year ended June 30, 1995, UMASS Worcester. Mr. Elam from Ernst & Young reported on this item, noting first in the area of Internal Control that the audit, performed for the purposes of reviewing the financial statements, found no matters of material weakness. Mr. Elam went on to review the areas of Clinical Services, the Teaching Hospital, Group Practice and Self Insurance Trust, noting no reportable conditions. He pointed out the growth in managed care contracts at the Medical Center and the issue of the managed care environment that all health care institutions are seeing, emphasizing the importance of monitoring the cost structure, which the Medical Center has done very well. Mr. Elam further indicated that all comments of the previous year's audit had been addressed.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Management Letter on the Board Consent Agenda:

University of Massachusetts Clinical Services Division, Management Letter for the year ended June 30, 1995, UMASS Worcester.

The next item on the agenda was the Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, for the year ended June 30, 1995. Mr. Gabranski of Coopers & Lybrand gave an overview of the A-133 Audit, identifying initially the link with the financial statement audit, and also noted that they offer a separate opinion on controls and procedures governing federal awards, and a separate opinion with respect to the internal controls structure, specifically with respect to federal award programs. In these three areas, there were no reportable conditions. The reports on compliance, including the broad financial statement, the federal award level, and general compliance, were all clean with no reportable conditions. One item that Mr. Gabranski pointed out was a scope limitation with regard to outside service bureaus used by the

University for student loan collections and payments processing which are audited separately; the findings from those audits are included. Regarding the findings, Mr. Gabranski noted that they are typical among large universities and are also very detailed due to the subject matter, such as financial aid. He indicated that the findings do not reflect anything significant, but did point out the importance of establishing property management standards in the area of financial aid offices; administration noted that this area is being addressed in a larger way throughout the university.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, for the year ended June 30, 1995.

The next item on the agenda was the Management Letter for the University of Massachusetts General Purpose Financial Audit for the year ended June 20, 1995. Mr. Gabranski reviewed the internal control structure and offered a historical perspective on the audit, this being the fifth year. He noted that all reportable conditions have been addressed and that there has been significant progress made over the past five years. Mr. Gabranski identified some of the comments made regarding the audit, and his satisfaction with the management responses, and reiterated that all comments of the prior years' audits have been addressed.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Audit on the Board Consent Agenda:

Management Letter for the University of Massachusetts General Purpose Financial Audit, for the year ended June 30, 1995.

The next item on the agenda was the WUMB-FM Radio, Financial Statements for the year ended June 30, 1995, UMASS Boston. Mr. Wolcott reminded the Committee that the radio station receives funding from the Corporation for Public Broadcasting, requiring an annual audit. The audit did not report any material conditions.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Financial Statements on the Board Consent Agenda:

WUMB-FM Radio, Financial Statements for the year ended June, 30, 1995, UMASS Boston.

The next item on the agenda was WUMB-FM Radio, Management Letter for the year ended June 30, 1995, UMASS Boston. Mr. Wolcott indicated that this year's letter contains follow-up items from the previous years' letters, and the outcome is very favorable.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Management Letter on the Board Consent Agenda:

WUMB-FM Radio, Management Letter for the year ended June, 30, 1995, UMASS Boston.

The next item on the agenda was WFCR-FM and Friends of WFCR, Inc. Combined Financial Statement and Schedule, June 30, 1995, UMASS Amherst. Mr. Wolcott reported a similar situation as WUMB with a clean opinion on the financial statements.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Financial Statement and Schedule on the Board Consent Agenda:

WFCR-FM Radio and Friends of WFCR, Inc. Combined Financial Statement and Schedule, June 30, 1995, UMASS Amherst.

The next item on the agenda was WFCR-FM and Friends of WFCR, Inc. Management Letter, FY95 Audit. Mr. Wolcott indicated that there are a few minor items regarding accounting processes in this letter, but that there were no material control weaknesses.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Management Letter on the Board Consent Agenda:

WFCR-FM Radio and Friends of WFCR, Inc. Management Letter, FY95 Audit.

The next item on the agenda was Continuing Education Program, Financial Statements for the year ended June 30, 1995, UMASS Boston. Mr. Wolcott reminded the Committee that the audit was performed at the request, and cost, of the program. The audit shows good operations of the program which offers significant support to the campus and to the library, and the inside management has been shown to be very good. It was further pointed out that there was a decrease in the fund balance which was intentional and part of the program's planning process.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Financial Statements on the Board Consent Agenda:

Continuing Education Program, Financial Statements for the year ended June 30, 1995, UMASS Boston.

The next item on the agenda was Continuing Education Program, Management Letter, FY95 Audit, UMASS Boston. In regard to the management letter, Mr. Wolcott noted that the finding from the FY1994 audit had been corrected.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Management Letter on the Board Consent Agenda:

Continuing Education Program, Management Letter, FY95 Audit, UMASS Boston.

The next item on the agenda was from the Internal Audit Reports, Employee Business Expense Report, UMASS Amherst. Mr. Wolcott noted that this is a regularly scheduled audit for all five campuses, and though there are a few findings, the outcome of the audit is generally positive. Mr. Wolcott then introduced Mr. Ed Lechner from the Amherst campus to briefly discuss these findings. Mr. Lechner then presented information on each finding and reviewed the management response. Vice Chancellor Paul Page offered additional information regarding the findings and the means by which the administration is approaching solutions to the findings. Mr. Wolcott indicated that as regards to the travel issues, many of them are related to management, whereas in terms of the actual testing of reimbursements, there were no unresolved problems.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Employee Business Expense Report, UMASS Amherst.

At this point in the meeting, President Bulger joined the Committee. The time was 9:20 a.m. The President thanked the staff and the Committee for their efforts, and described his first week at the University as entailing extensive meetings with various groups at the campuses.

The next item on the agenda for discussion was the Current Status of the Request for Proposal Process for the University General Purpose Financial and University A-133 Audits for Fiscal Year ending June 30, 1996, and Thereafter. Mr. Wolcott updated the Committee on the process for requesting proposals from firms for the A-133 audit, as the Coopers & Lybrand contract had a five year term. The RFP is prepared to be released in the next few days, and the RFP advertisement will be in the January 11, 1996 issue of the Boston Globe. Mr. Wolcott stated that, in addition, the RFP will be sent to the Big 6 firms. All of these firms will also be made aware of all meetings and open houses that will be held. Chair Giblin thanked the staff, in particular Mr. Wolcott and Ms. Wanczyk for their hard work in preparing for this RFP.

The next item on the agenda also for discussion was a University Auditing Status Report as of December 22, 1995. Mr. Wolcott provided the Committee with an update of the current projects in the auditor's office. The major area of work that will be addressed is an equipment inventory/fixed assets inventory; the administration is currently working on a draft policy, but given the enormous area of concern, the development will be slow. Ms. Wanczyk identified the areas that the University Controllers will work on and the areas that the Purchasing Council will work on in developing the policy for doing this work; recommendations will then be made to the Management Council.

The next item on the agenda was an informational item, Background and Update on the Audit of Student Affairs, Registered Student Organizations, UMASS Amherst. Mr. Wolcott noted that this audit was performed at the request of the Chairman of the Board and the former Chair of the Audit Committee. Mr. Wolcott then introduced Mr. Harrison of the Auditor's office on the Amherst campus. Mr. Harrison provided some background information on the RSO's/Student Activities Trust Fund. The audit was begun in fall, 1995, and Mr. Harrison described the original scope of the audit, which changed with the auditors' clarity in understanding the various student-related organizations, so that in addition to RSO's, all administration and business offices of student campus

activities were a part of the audit. Mr. Harrison went on to identify some of the issues that were identified in the process of the audit, and which will be presented in the audit report to this Committee in the near future, following a draft report on the campus.

The next item for informational purposes was the Review of the System Conversion Audit of the Billing and Receivable System, UMASS Worcester. Mr. Wolcott said that this item represents a wholly new area to the University Auditor's Office, and the two Medical Center auditors, Maurice Granfield and Gail Hormats reviewed the substantial work that this audit entailed. They identified the three conversions that were planned, and went through their project management, testing procedures and results, all system runs (which were completed cleanly), procedures, the cash flow shortfall problem due to the conversion, general ledger balances, B/AR data conversions and reconciliations, and a review of the system security. In general, the conversion was highly successful and no significant findings were found. Chair Giblin commended Mr. Granfield and Ms. Hormats, along with all members of the Medical Center staff who were involved in this successful project. Deputy Chancellor Stanton commented on the importance of this project as a basis for making decisions University-wide based on the administrative redesign project recommendations which may call for changes that may result in this type of conversions.

Trustee Rivera then had several questions regarding the Management Letter for the University of Massachusetts General Purpose Financial Audit for the year ended June 30, 1995. The Vice Chancellors addressed these questions as the auditors from Coopers & Lybrand had departed after their audit report. Some discussion regarding management responses was held following some of Trustee Rivera's questions.

There being no further business to come before the Committee, the meeting was adjourned at 10:40 a.m.

Elizabeth H. Tuthill Farrell
Asst. VP for Board Relations

INVESTMENT COMM BUL

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MINUTES OF THE MEETING OF THE AUDIT COMMITTEE

Thursday, March 21, 1996; 3:00 p.m.
Conference Room A
University of Massachusetts Medical Center
Worcester, Massachusetts

Committee and Committee Staff: Chair Giblin and Vice Chair Naughton; Ms. Farrell, Assistant Vice President, Board Relations

Committee Members Absent: Trustees Haynes, O'Leary, Poduska, and Rivera

University Administration: President Bulger; Vice President Lenhardt; Mr. Bench, Associate Counsel; Deputy Chancellor MacCormack; Vice Chancellor Goodwin; Ms. Sullivan, UMASS Dartmouth; Mr. Sullivan, UMASS Amherst; Ms. Ashley, UMMC; Ms. Wanczyk, University Controller; Mr. Wolcott, Senior Director for Auditing and Fiscal Affairs

Guests: Coopers & Lybrand: Mr. Doyle, Mr. Gabranski, and Mr. Ingram

Chair Giblin called the meeting to order at 3:00 p.m. The agenda was taken out of order, with item number four, Selection of an External Auditors Firm for the University's General Purpose Financial and OMB Circular A-133, Audit for Fiscal Years ending June 30, 1996, 1997, and 1998 with Option to Extend for Fiscal Years ending June 30, 1999 and 2000 taken up first. Mr. Wolcott described the process for selecting the external audit firm with the issuance of an RFP which elicited three responses, the strongest being from Coopers & Lybrand. Mr. Wolcott identified the search team, and process for presentations on March 12 by the two remaining firms (one firm missed the RFP deadline). The search group unanimously recommended Coopers & Lybrand based on their proposal and presentation. Ms. Wanczyk also commented on the thoroughness of the process and her confidence in the choice of Coopers.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To select the auditing firm of Coopers & Lybrand for the University's General Purpose Financial and OMB Circular A-133 Audit for Fiscal Years ending June 30, 1996, 1997, and 1998, with the option to extend for Fiscal Years ending June 30, 1999, and 2000; and further, to authorize the President or his designee to conclude the necessary contractual arrangements.

Mr. Giblin then asked the representatives from Coopers & Lybrand to address any questions from the Committee. Mr. Wolcott then introduced Misters Doyle, Gabranski and Ingram. Mr. Doyle spoke to the importance of this work for Coopers and their appreciation for the attention of this Committee which helps the audit firm focus on future work. Mr. Gabranski then reviewed the firm's scope of University auditing work in making the proposal for this contract, and also addressed the work that has been undertaken and improvements at the University made in the past five years. Mr. Ingram then spoke to the purpose of the A-133 Audit which is the federal compliance audit. Other areas discussed include the usefulness of Coopers' work with other Massachusetts and New England

Universities of similar size, amount of time spent at each campus, and the transmittal of "best practices" across the campuses. Mr. Gabranski indicated that much of his work can now go through more centralized channels, based on systems that have been put in place over the past five years, resulting in savings in both time and money as well as improved efficiency.

In terms of the contract, the firm's work will be reevaluated after three years by the Audit Committee based on overall results: performance, campus satisfaction, fees, etc. Lastly, the firm stated the great importance of information systems to the University's continued upkeep in all areas for financial integrity. Mr. Lenhardt indicated that this area is being reviewed by the Administrative Redesign team. There was then some discussion of the importance of post-audit rules and procedures that will need to be established particularly in light of the proposed purchase card.

The next item on the agenda was the Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst, Department of Athletics and Intramurals as of June 30, 1995 and Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst Intercollegiate Athletics Programs and Related Booster Organizations for Year Ended June 30, 1995. Mr. Wolcott explained the compliance procedures that are required by the NCAA for Division I institutions, such as UMASS Amherst; some significant problems did occur in these areas in approximately six or eight years before, due mainly to inattention. All recent audits show compliance, and the campus is in the process of an NCAA peer review. Chair Giblin expressed concern for the lack of any formal, written policies and/or procedures in these and/or other departments regarding this particular issue. Mr. Wolcott stated that there are procedures for coaches as they are employees, however, where reimbursements to student athletes while traveling with teams, are concerned they are not covered as UMASS employees. Rather they are instead beholden to the NCAA rules, therefore no written University policy is in place. Mr. Sullivan further explained some of the details in the report and stated that a policy is being implemented.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst, Department of Athletics and Intramurals as of June 30, 1995.

and further

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst, Intercollegiate Athletics Programs and Related Booster Organizations for Year Ended June 30, 1995.

The next item on the agenda was the Audit Involvement Report in Hospital Systems Conversions. Mr. Wolcott reminded the Committee that members of his office at the Medical Center had reported on this project at the January, 1996 meeting. Chair Giblin spoke to the strength of the report and excellence of the University's audit staff work. Mr. Wolcott further complimented the conversion team of the Medical Center for their work as they overcame some serious challenges during the project.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Audit Involvement Report in Hospital Business Systems Conversions.

The next item on the agenda was the University Auditing Status Report. Mr. Wolcott reviewed his status report for the Committee, and identified audits that would be brought to the next meeting of the Committee (July, 1996). He concluded his report by stating that an additional auditor had been added to his staff in the central office in Boston.

Chair Giblin further addressed the issue of written codes and procedures in many areas across the University. He and Mr. Lenhardt will discuss this issue with the team leading the Administrative Redesign Project.

There being no further business, the meeting was adjourned at 4:20 p.m.

Elizabeth H. Tuthill Farrell
Asst. VP, Board Relations

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MINUTES OF THE MEETING OF THE AUDIT COMMITTEE

Wednesday, July 10, 1996; 3:00 p.m.
18 Tremont Street - Suite 800
Board Room
Boston, Massachusetts

Committee and Committee Staff: Chair Giblin; Vice Chair Naughton; Trustees Carter and Haynes

Committee Members Absent: Trustees O'Leary and Poduska

Other Trustees: Trustee Andriolo

University Administration: Vice President & General Counsel Kirby; Vice President Lenhardt; Vice Chancellors Page, Dars and Goodwin; Mr. Stewart, Chief Fiscal Officer; Ms. Wanczyk, University Controller; Mr. Wolcott, Senior Director for Auditing and Fiscal Affairs; Mr. Granfield, Mr. Harrison and Mr. Lecnar, Internal Auditors

UMASS Amherst: (via video-conference) Vice Chancellor Robinson; Gail Matthews, Rick Townes, Allen Brainerd, Robert Morgan, Donna Yezierski and Marcie Coach

Trustee Giblin began the meeting at 3:10 p.m. and welcomed Auditors Mr. Harrison, Mr. Granfield and University Controller Wanczyk to the meeting. He then announced that the order of the agenda would be slightly modified so that the participants via the video conferencing would have their agenda items discussed first .

The Committee then discussed the Student Activities Trust Fund - Registered Student Organizations, UMASS Amherst. Mr. Wolcott gave an overview of the final report of the financial and operational review of the SATF and reported that his staff had worked closely with the Student Government Association, the Campus Activities Office and the Center for Student Business. There was a discussion about the need to keep the inventory of all assets held by the Student Activities Trust Fund updated. It was noted that the Auditor has requested the results of the completed inventory project.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Student Activities Trust Fund - Registered Student Organizations, UMASS Amherst

The next item on the agenda was the Report on Medical Claims Administration, Operational Procedures and Adjudication Process for the Supplemental Health Benefits Plan, Plan Year 1995, UMASS Amherst. Mr. Wolcott reported that KPMG Peat Marwick had conducted a report of the medical benefit claims paid by First Health, an outside firm being used since 1994 to administer the UMASS Amherst Supplemental Health Benefits Plan. The Plan is a self-funded health benefits plan which provides medical benefits to certain eligible graduates, undergraduate and continuing education students of UMASS and their eligible dependents.

Mr. Wolcott pointed out that the campus is currently in the process of selecting a new firm to process health claims in the future. There was then a discussion about the Medical Claims Review Results and that out of the 200 claims reviewed there had been 20 overpayments as opposed to 1 underpayment. It was stressed that as part of the bidding process the firms be aware that this level of error is not acceptable. The Committee was assured that appropriate performance compensation requirements will be incorporated into the contract once the new firm has been selected.

Chair Giblin then inquired as to why student health services comes under the jurisdiction of the University Health Services organization. It was pointed out that this issue is currently being discussed by the University Health Care SubCommittee chaired by Trustee Foley.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Report on Medical Claims Administration, Operational Procedures and Adjudication Process for the Supplemental Health Benefits Plan, Plan Year 1995, UMASS Amherst

The next item was the Departmental Gifts Account - Administration and Control, UMASS Amherst. Mr. Wolcott reported that this review of departmental gift accounts had the purpose of assessing the adequacy of the internal controls over the receipt and expenditures of these funds in compliance with existing University and Amherst campus policies and donor restrictions. There was discussion about the record keeping procedures for athletic tickets. Currently there is a search being conducted for a new ticket manager; once that position is filled there will be a comprehensive review of the process of tickets procedures. The Committee requested that the procedures that would adequately account for all tickets that are billed to the Athletic department Trust Fund accounts be on the next Audit Committee agenda. It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Departmental Gift Accounts - Administration and Control, UMASS Amherst

The next item on the agenda was the Vehicle Fuels Control Survey, UMASS Amherst. Mr. Wolcott reported that this report reflected the results of a survey of vehicle fuels delivery, inventory and dispensing controls at the Amherst campus. Mr. Lecnar reported that the Physical Plant management will have in place a software program that is compatible with existing tank and fuel pump monitoring software.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Vehicle Fuel Controls Survey, UMASS Amherst

The next item on the agenda was the Report on Employee Business Expense Processing and Control, UMASS Boston. Mr. Wolcott reported on the financial and operational review of employee business expense reimbursements. It was noted that the Controller's office aggressively follows up

on outstanding travel advances and that the development of a formal policy governing the processing of payroll advances has begun.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Report on Employee Business Expense Processing and Control, UMASS Boston

The next item on the agenda, **Follow-Up Audit of the Department of Pharmacy and Clinical Pharmacy, UMASS Worcester** was deferred until the next meeting so that the Finance Committee of the Clinical Management Board have ample time to review the report.

Chair Giblin then commended the University Auditor and his staff for the quality and clarity of the writing of the audit reports.

The next item on the agenda for discussion was the University Auditor's Office Status Report. Some of the projects being worked on included Administrative Re-design - Purchase Card and Travel Projects, University-wide audits of selected Auxiliary Services operations at Amherst, a comprehensive audit of fixed asset/equipment inventory projects, procedures and practices starting at UMASS Dartmouth and various information systems upgrades and conversions at UMASS Worcester.

Members of the audit staff are also coordinating requests for proposals for audits and reviews of Amherst's Student Health Services, Supplemental Health Benefits Plan Trust and claims administration for the supplemental plan and WUMB-FM Radio at UMASS Boston.

Lastly, all scheduled, contracted external audits and reviews not requiring bidding for the fiscal year ended June 30, 1996 have started or will start in the near future. Those audits include Amherst's WFCR-FM Radio audit and Athletics (NCAA) and Outside Booster Organizations agreed-upon procedures, Worcester's Clinical System audit, Boston's Continuing Education and the University's General Purpose Financial and A-133 audits.

There being no further business to come before the Committee, the meeting was adjourned at 4:16 p.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE
AUDIT COMMITTEE

Tuesday, September 10, 1996; 3:00 p.m.
University of Massachusetts Medical Center
Meeting Room A
55 Lake Avenue North
Worcester, Massachusetts

Committee and Committee Staff: Chair Giblin; Trustees Carter and Poduska

Committee Members Absent: Trustees Haynes, Naughton and O'Leary

University Administration: Vice Chancellors Page, and Goodwin; Deputy Chancellors MacCormack and Stanton; Ms. Wanczyk, University Controller; Mr. Wolcott, Senior Director for Auditing and Fiscal Affairs; Ms. Goulart, Ms. Hormats, Mr. Granfield, Mr. Harrison, Mr. Lecnar and Mr. Sampson, Internal Auditors

Chair Giblin began the meeting at 3:07 p.m. and welcomed Ms. Goulart, a new member of the Auditing staff to the meeting. Chair Giblin then recognized Trustee Carter who announced that the MTV Choose or Lose Bus is at the Amherst campus registering students to vote.

The first item on the agenda was Audit Firm Selections Recommendations. Mr. Wolcott called on Mr. Lecnar to report on the Combined Student Health Trust Funds Supplemental Health Benefits Plan, UMASS Amherst. Mr. Lecnar proceeded to inform the Committee of the review process used by the Selection Committee formed to evaluate the proposals. The recommendation to award the contract to the firm of KPMG Peat Marwick was based on bids which were subjected to a numerical evaluation. Those factors included:

1) Firm Health Care/non-profit familiarity/college and university experience;
2) Staffing levels;
3) Qualifications of the audit team;
4) Contract total not-to-exceed fees and expenses.

It was further noted that statistical analyses have been prepared to assist the Committee with their recommendation. After a thorough review, the selection committee has recommended to the Audit Committee the firm of KPMG Peat Marwick. After a brief discussion, it was moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To concur with the recommendation of the University Senior Director for Auditing to select the firm of KPMG Peat Marwick LLP to perform the audits of Combined Student Health Trust Funds and Supplemental Health Benefits Plan, UMASS Amherst. (Doc. T96-098)

The next item on the agenda was the Audit Firm Selection for WUMB-FM Radio, UMASS Boston. Mr. Granfield spoke of the selection process for the award of the contract for financial audits of Radio Station WUMB-FM. Once a selection committee was formed an RFP was mailed

out to sixteen CPA firms. Four bids were received and the committee evaluated the four proposals using the numerical evaluation on

1) Firm non-commercial broadcasting experience/non-profit familiarity/college and University experience;
2) Staffing levels;
3) Qualifications of the audit team;
4) Contract total including not-to-exceed fees and expenses.

The firm of Wolf and Company, PC was selected as a result of the highest score on the evaluation criteria. It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To concur with the recommendation of the University Senior Director for Auditing to select the firm of Wolfe & Company, P.C. to perform the audits for WUMB-FM Radio, UMASS Boston. (Doc. T96-098)

The next item on the agenda was the FY97-99 Audit Operations Plan. Mr. Wolcott briefed the Committee on the goals and objectives of the Auditing staff for the next three years. Some of the highlights included:

•Internal Control System Audits that will evaluate the overall adequacy of internal control systems throughout the University.

•Non-State Funds Audits which will include athletics at Boston, Lowell and Dartmouth, Continuing Education Programs at Lowell, Dartmouth and Worcester, and the audit of Auxiliary Services at Amherst.

•Specific Purpose Audits - Administrative Redesign has been added to provide recognition for the role of the Auditor's office; Contract Compliance has been rescheduled. There will be a University-wide project to identify and test as appropriate all contracts involving expenditures or revenues throughout the University. Student Health Services at Boston were added as well as Dartmouth and Lowell.

•University Medical Center Audits

•Follow-Up Audits

•External Audit Coordination and Support - this will cover all audits of the University or of any of its operations carried out by other than the University Auditor's Office staff.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action on the Board Consent Agenda:

To approve the FY97-99 Audit Operations Plan as contained in Doc. T96-099.

The next item was the Audit Office Status Report as of August 23, 1996. Mr. Wolcott updated the Committee on the professional development of several staff members; Gail Hormats has passed the Certified Information Systems Auditor (CISA) program; Robert

Harrison and James Sampson were both awarded the designation of "Certified Fraud Examiner" (CFE).

In further developments Mr. Wolcott indicated that a pressing need exists to develop a "Corporate Compliance" function at the Medical Center. In that regard, he discussed his efforts including meeting with Campus legal counsel, representatives of a major accounting firm, and senior management to identify and develop options for dealing with this issue. He introduced Maurice Granfield from the audit staff to discuss areas of potential exposure for the Medical Center and recent developments in Medicare Fraud and Abuse.

Mr. Wolcott then indicated that a presentation by his office and representatives of KPMG Peat Marwick would be scheduled at the Medical Center on the need for a comprehensive Corporate Compliance Program. The proposed presentation would lay the groundwork for such a program's development. Mr. Wolcott said that he would report back to the Audit Committee on these efforts.

There was a brief follow-up discussion on the status of the Athletic Ticket Record-Keeping Procedures at the Amherst campus. Mr. Lecnar reported that a new ticket manager is on board and that a new set of procedures for dispensing tickets was in place. More information will be available in the follow-up audit.

There being no further business to come before the Committee the meeting was adjourned at 4:05 p.m.

Barbara DeVico
Staff Assistant

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MINUTES OF THE MEETING OF THE AUDIT COMMITTEE

Thursday, November 21, 1996; 11:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Giblin; Vice Chair Naughton; Trustees Arciero, Carter, and Karam

Committee Members Absent: Trustees Haynes, Poduska, and O'Leary

Other Trustees: Trustees Bogan and Flores

University Administration: Vice President and General Counsel Kirby; Vice President Lenhardt; Chancellors Scott, Cressy and Hogan; Vice Chancellors Page, Dars and Goodwin; Deputy Chancellors MacCormack and Stanton; Ms. Wanczyk, University Controller; Mr. Wolcott, Senior Director for Auditing and Fiscal Affairs; Ms. Hormats, Mr. Granfield, and Mr. Sampson, Internal Auditors

Guests: Mr. Gabranski, Coopers and Lybrand; Mr. Elam, Ernst & Young

Trustee Giblin began the meeting at 11:15 a. m. and referred to the first agenda item, under External Audits, the FY 1996 University Financial Report. Mr. Gabranski then updated the Committee with the financial reporting process which includes auditing the combined balance sheet, statement of changes in funds balances and statement of current funds revenues, expenditures and other changes of the campuses as well as the office of the central administration.

Some of the highlights included:

- The University has recorded depreciation only for the Hospital and Group Practice Plan assets in keeping with applicable accounting principles;

- The University presents its financial statements using a format followed by the majority of public colleges and universities;

- The Worcester City Campus Corporation (WCCC) has been excluded from the 1996 financial statements; the University will need to evaluate this situation as the WCCC activity increases;

- The University's combined financial statement does not include the financial results of the University's Foundations; this should be looked at as well;

- Judgments used in deriving accounting estimates including worker's Compensation, sick leave benefits and retirement Incentive/Succession Planning program, the Medical Center on behalf of the Worcester Medical School, Teaching Hospital Trust Fund, and Group Practice Plan and Quasi Endowment Funding.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

To accept the FY 1996 University Financial Report, as contained in Doc. T96-118.

The next item for approval was the **Clinical Services Division, Audited Materials Combined Financial Statements and Other Financial Information, UMASS Worcester**. Mr. Elam from Ernst & Young reported on the financial statements and pointed out that the Teaching Hospital reduced its accrued third party liabilities during 1996 as a result of deregulation and changes in the Massachusetts third party payor environment as noted in Ernst & Young's opinion on the Clinical Services Division's financial statements.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda

Clinical Services Division, Audited Combined Financial Statements and Other Financial Information, UMASS Worcester.

The next item on the agenda was the **WUMB-FM Audited Financial Statements and Management Letter, FY96, UMASS Boston**. Mr. Wolcott reported that results of the financial operations of this audit were very good overall with minor observations in the Management Letter.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

WUMB-FM Audited Financial Statements and Management Letter, FY96, UMASS Boston

The next item on the agenda was the **WFCR & Friends of WFCR Audited Financial Statements and Management Letter, FY96, UMASS Amherst**. Mr. Wolcott reported that this audit was straightforward with positive results.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

WFCR & Friends of WFRC Audited Financial Statements and Management Letter, FY96, UMASS Amherst

The next item on the agenda was the **Clinical Systems Upgrade, Medictech 4.3 to 4.5, UMASS Worcester**. Mr. Wolcott and Mr. Granfield reported that at the request of the Clinical System and Information Resource Administration a project team had been charged with the upgrade of fourteen applications supporting the Clinical System. This included the majority of the direct patient care systems used at the Medical Center as well as the administrative and financial applications.

It was further reported that all fourteen upgrades had been completed on schedule. The upgraded systems will enable the Clinical System to better achieve its mission.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Clinical Systems Upgrade, Meditech 4.3 to 4.5, UMASS Worcester

The next item on the agenda was the **President's Office Expenditures, FY95 and First Half FY96**. Mr. Wolcott reported that there had been approximately 1100 transactions approaching $800,000. The detailed findings and recommendations were reviewed with management and improvements are expected to be carried out.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

President's Office Expenditures, FY95 & First Half, FY96

The next item on the agenda was approval of the **Pharmacy & Clinical Pharmacy Follow-Up Report, UMASS Worcester**. Mr. Granfield reported that this was a follow-up audit from 1993. The Audit staff evaluated management's implementation of the past audit recommendations and found that twelve had been resolved, eleven were partially resolved and five remain to be resolved. He also discussed the Pyxix system which is a computer network dedicated to drug storage and distribution. The Pyxix policy delineates procedures for the appropriate disposal of controlled substances. There were some recommendations for improving controls related to this system which are in the process of being implemented.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Report on the Board Consent Agenda:

Pharmacy & Clinical Pharmacy Follow-Up Report, UMASS Worcester

The next item on the agenda was an informational item, the **University Auditor's Office Status Report**. Mr. Wolcott reported that Ms. Hormats completed her C.I.S.A. requirements. He also reported of the continued work to identify and develop options for a corporate compliance program at UMASS Worcester, and a review of the controls over the transmission of data from the campuses to the responsible federal agency for direct student loans.

Mr. Wolcott continued his report with information concerning the General UMASS Amherst Audit conducted by the Office of the State Auditor which is now in its eighteenth month working on the Athletics' travel expenses, other business expenses, research trust funds and tuition waivers.

There being no further business to come before the Committee, the meeting was adjourned at 12:00 noon.

Barbara F. DeVico
Staff Assistant

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MINUTES OF THE MEETING OF THE INVESTMENT SUBCOMMITTEE

Tuesday, May 14, 1996; 9:00 a.m.
Board Room
18 Tremont Street, Suite 800
Boston, Massachusetts

Committee and Committee Staff: Chair Spence; Trustees Fey and Haynes; Ms. Farrell, Secretary to the Board

Committee Members Absent: Trustees Karam and Poduska

University Administration: General Counsel Kirby; Vice President Lenhardt; Deputy Chancellor Stanton; Vice Chancellors Dars and Goodwin; Associate Treasurer Marquis

Chair Spence convened the meeting at 9:10 a.m. and turned to Vice President Lenhardt regarding the first discussion item on the agenda, the Revisions to the Investment Policy. Vice President Lenhardt explained that the policy revisions were being brought to the SubCommittee for discussion purposes, not for action, in order to allow the input of the membership. He identified the primary changes that would move the policy from a cash management policy to investment policy in line with investment strategy; and to ensure that the policy is consistent with the Administration's authority to invest in equities as authorized by the Board. Discussion regarding several aspects of the policy and background information regarding the formation of the SubCommittee and some of its activities then followed. The SubCommittee agreed that the Administration should review the draft policy with the investment consultants, Prime Bucholtz, particularly refining the policy area regarding equities. Trustee Fey further suggested that the Administration review other universities' investment policies, which she indicated she would be happy to supply for these purposes. Further discussion regarding specific areas of the policy was held, particularly in the area of conflicts of interests and Trustee disclosures. It was suggested that the Trustees annually report any relationship with businesses with which the University may have business dealings over a designated amount of money; review of another institution's form was suggested. Clarifying language regarding the investment in Exotic Derivatives was also suggested.

The second item on the agenda for discussion was the Quarterly Investment Reports. These reports included the *University Cash Portfolio Information*; the *UMASS Quasi-Endowment Equity Program*; the *UMASS Foundation Endowment*; and the *UMASS Malpractice Trust*. Vice President Lenhardt and Associate Treasurer Marquis provided information in response to various questions regarding these reports, in particular, the quasi-endowment program. Some discussion regarding the role of the investment consulting group, Prime Bucholtz, was held. It was suggested that the Investment SubCommittee establish a calendar with quarterly meetings and that the consultants attend at least two meetings each year.

The third item on the agenda for discussion was the University Investment in "New Ventures". Vice President Lenhardt stated that this item is presented for discussion regarding speculative investments to determine whether to engage in such investments and what the maximum for such investment might be. This type of situation may arise when the university has stock options offered from a university "spin-out" company in addition to the initial stock allotted to the university at the inception. This area is closely tied to the recently approved policy on Technology Transfer. It was

suggested that the Administration consider adding appropriate language regarding the alternative investments as part of the Investment Policy. Further discussion will occur at the next meeting.

Trustee Haynes then requested that the SubCommittee look at the question of investments in tobacco. Vice President Lenhardt and Associate Treasurer Marquis stated that, in terms of fixed-income investments, divesting from tobacco companies is feasible, but in the mutual fund investments it would be more difficult. Vice President Lenhardt suggested that the SubCommittee review a "snapshot" of our mutual fund portfolio and fixed income portfolio for June 30 during a certain period to help determine the extent of these types of investments.

There being no further business, the meeting adjourned at 10:05 a.m.

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE INVESTMENT SUBCOMMITTEE

Thursday, September 12, 1996; 1:00 p.m.
18 Tremont Street - Suite 800
Wood Room
Boston, Massachusetts

Committee: Chair Spence; Trustees Fey and Poduska

Committee Member Absent: Trustee Haynes

University Administration: Vice President Lenhardt; Vice President and General Counsel Kirby; Mr. Marquis, Associate Treasurer; Chancellor Penney; Vice Chancellor Goodwin

Guests: Mr. Prime and Mr. McCarron, Prime, Buchholz & Associates, Inc.

Chair Spence convened the meeting at 1:10 p.m. The Committee then heard from Mr. Jon Prime and Mr. McCarron from Prime, Buchholz & Associates, the University's investment consultant group. Mr. Prime pointed out highlights of a report that was distributed which provided an overview of the firm's philosophy and clients.

Mr. Prime then discussed the tools needed to build a successful investment program as well the various methods for return enhancement and risk reduction. Some basic investment policy objectives included

- document goals of the investment program;
- set clear and realistic objectives for the fund, each asset class and each investment manager;
- develop risk control strategy and diversification guidelines.

There was then a question about the role of the financial advisor versus the financial manager. Mr. Prime explained that these two roles should be separate with the advisor being responsible for maintaining the performance of the financial manager and reporting the results of said evaluation to the Committee.

The first item on the agenda for discussion was Investment Performance Analysis, University of Massachusetts, University of Massachusetts Foundation and University of Massachusetts Self Insurance Trust. Mr. Prime went on to explain the three pools of funds: 1) endowments on behalf of the University; 2) Self-Insurance Trust and 3) University Cash.

Following the discussion by Mr. Prime which highlighted the quarterly performance of the funds, there was a question regarding what length of time should be used to evaluate a manager. Specific reference was made to the under performance of the Blue Chips Growth Fund. Based on the advisor's insight, it was generally agreed there should be a three to five year period for evaluation during which time a manager has to make an impact on the financial health of the institution they are investing money for.

The Committee then expressed their concern with the rate of return on the Fidelity and Clover funds.

The Committee then thanked Mr. Prime for his input and proceeded to the next agenda item, approval of the **FY96 Treasurer's Investment Report**. Vice President Lenhardt reported that these results were based on an average pool of $235 million. He commended Mr. Marquis and his staff for this year's investment results. It was also noted that the return of over $15 million to the University is the second greatest amount in the history of the University.

It was then moved, seconded and

VOTED: To recommend that the Committee on Administration and Finance take the following action:

To accept the FY1996 Treasurer's Investment Report as contained in Doc. T96-103.

The next item was **Revisions to the Investment Policy**. Vice President Lenhardt reported that the majority of these amendments were cosmetic and that changing the name of the Cash Management Policy to the Investment Policy was more of an accurate description. A section designed to guide the equity portion of the portfolio was added.

It was moved, seconded and

VOTED: To recommend that the Committee on Administration and Finance take the following action:

To approve the amendments to the Revised Investment Policy (formerly the Cash Management Policy), as contained in Doc. T92-031, Appendix F, as revised.

Following up on an issue from the last meeting, Vice President Lenhardt reported that investments in tobacco and tobacco related investments was less than 1% of all trust funds.

There being no further business, the meeting adjourned at 2:10 p.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE NOMINATING COMMITTEE

Thursday, June 20, 1996; 4:00 p.m.
Longfellow Room
Boston Marriott Hotel
Newton, Massachusetts

Committee and Committee Staff: Chair Naughton; Trustees Flores, Giblin and Spence

The Nominating Committee convened at 4:05 p.m. Chair Naughton thanked the members for agreeing to serve on the Committee during this important year when the current Chair has indicated his intentions to leave the Board. Chair Naughton suggested that the Committee discuss the needs of the Board with respect to Officers and Committee Chairs in general and discussion occurred. The number of Vice Chairs and Committee Chairs was discussed.

The Committee then discussed the best way to obtain input from Board members concerning possible officers.

Finally, the Committee discussed possible candidates for the various officers and the qualities they would bring to the positions.

There being no further business, the Committee adjourned at 5:45 p.m.

John M. Naughton
Chair

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MINUTES OF THE MEETING OF THE NOMINATING COMMITTEE

Monday, July 22, 1996; 4:00 p.m.
Longfellow Room
Boston Marriott Hotel
Newton, Massachusetts

Committee: Chair Naughton; Trustees Flores, Giblin and Spence

The Nominating Committee convened at 4:10 p.m. The members reported on their discussion with individual Trustees. There was considerable discussion regarding the needs oft he Board and it was agreed that the current Committee structure worked well with Chairs and Vice Chairs for the large committees.

Following discussion it moved that the Committee recommend the following slate of nominees to the Board:

> To confirm and approve the Officers and Committee Chairs of the Board set forth in Doc. T96-097, all to serve until the next annual meeting of the Board.

Chair	Robert S. Karam
Vice Chair	Robert J. Haynes
Chair, Academic and Student Affairs	James F. O'Leary
Vice Chair, Academic and Student Affairs	Ogretta V. McNeil
Chair, Administration and Finance	John William Poduska
Vice Chair, Administration and Finance	Rina K. Spence
Chair, Audit Committee	Grace K. Fey
Vice Chair, Audit Committee	William E. Giblin
Chair, Athletic Committee	John M. Naughton
Vice Chair, Athletic Committee	Daniel E. Bogan
Chair, Development Committee	Michael T. Foley, M.D.
Chair, External Affairs Committee	Charles J. Hoff
Secretary and Board Relations	Robert S. Karam
	Elizabeth H. Tuthill Farrell

There being no further business, the Committee adjourned at 5:00 p.m.

John M. Naughton (S.O.)
John M. Naughton
Chair

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MINUTES OF THE MEETING OF THE COMMITTEE ON OF THE WHOLE

Tuesday, February 6, 1996; 5:00 p.m.
Faculty Club, Healey Library
University of Massachusetts Boston
Boston, Massachusetts

Committee and Committee Staff: Chair Taylor; Trustees Andriolo, Bogan, Foley, Giblin, Haynes, Hoff, Karam, Kraft, Lewenberg, McNeil Morrissey, Okray, O'Leary, Poduska, Reed, Rivera and Sweeney; Ms. Farrell, Assistant Vice President for Board Relations

Committee Members Absent: Trustees Flores, Naughton, Sentance and Spence

University Administration: President Bulger; General Counsel Kirby; Vice President Lenhardt; Chancellors Cressy, Hogan, Lazare, Penney and Scott

Faculty Representative: Professors Carroll, Knight, May, Phelan and Dr. Cooke

Guest: Ms. Alceste Pappas, Pappas Consulting Group, Inc.

Chair Taylor convened the meeting at 5:30 p.m., and introduced Ms. Alceste Pappas of KPMG Peat Marwick/Pappas Consulting Group, to make a Presentation on Administrative Redesign.

Ms. Pappas reminded the Trustees that their work began in August with the Trustee-initiated objective of reallocating administrative operating costs to the academic core and investments, and improving service levels. The Group's work is divided into three phases: identifying diagnostic and current administrative costs; selecting and implementing pilot projects to provide work and systems for improving efficiency and effectiveness on the campuses; building a massive administrative redesign for the long-term. Ms. Pappas then described activities taken in Phase I in four streams of service: human resources, financial accounting and reporting, procurement, and student services (two areas: student health delivery and enrollment services). They then established teams of "co-consultants" on each campus to work in each area, and interviews were conducted with many people on the campuses regarding each of these areas.

Reports were then generated out of these interviews, and through meetings with the co-consultants, and four pilot projects for Phase II were selected based on the following criteria: the project must produce system-wide success within a short period of time; projects would have minimal capital investment; each of the four streams would have its own project; each project would improve processes to users, develop skills among those implementing change, be visible, effective and inclusive of campus personnel. Ms. Pappas then identified the four pilot projects: streamline multiple steps currently required for hiring and putting employees on the payroll; install a procurement card across the system; improve the travel reimbursement process; define enrollment services across the system. Training for these projects will begin February 15 and 16, 1996.

Ms. Pappas then reviewed again the broader goals of the entire Administrative Redesign project, and some of the complex issues that need to be addressed in the next phases of the project. Some of the human resource issues that will be discussed at the steering committee level in March include how to put a new code of ethics into the workplace and how administrative redesign will change the way people work and work with each other. The steering committee plans to work closely with human resource

administrators to anticipate needs in the area of the impact on the workplace that the administrative redesign project will have. They will also look at how the system will define its relationship among the campuses, the President's Office and Trustees, while each campus remains unique.

Ms. Pappas stated that the four pilot projects and these broader issues will receive extensive work and attention through June 30, 1996. Some discussion regarding union issues and potential changes in the workplace was held, with Ms. Pappas stating that the consultants and co-consultants will be proactive about that discussion, and clearly define the process. Trustees then thanked Ms. Pappas for her extensive work, and Chair Taylor stated that he looks forward to hearing about the progress of the project.

There being no further business to come before the Committee, the meeting adjourned at 5:55 p.m.

Elizabeth H. Tuthill Farrell
Assistant Vice President for
Board Relations

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Tuesday, December 3, 1996; 4:30 p.m.
Faculty Conference Room
University of Massachusetts
Worcester , Massachusetts

Committee and Committee Staff: Chair Karam, Trustees Andriolo, Bissonnette, Carter, Croft, Fey, Foley, Giblin, Haynes, Hoff, Lewenberg (arrived late), Mihos, Naughton, Sweeney

Committee Members Absent: Trustees Arciero, Bogan, Flores, Kraft, McNeil, O'Leary, Poduska and Spence

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice President Lenhardt; Vice President Botman; Chancellors Cressy, Hogan, Penney and Scott; Provost Esposito

Faculty Representative: Professors May, Singh and Cooke

Chair Karam convened the meeting at 4:45 p.m. and informed the Committee that it was his intention to have this Committee deal with subjects of substantive value and have them discussed by the Board, the Chancellors and the President. He introduced the first item of the agenda, Academic Restructuring/Administrative Redesign and called on Vice President Botman who introduced the discussion. President Bulger expressed his pleasure with the opportunity this setting will provide the campuses to update the Board on their activities.

President Bulger then asked Chancellor Hogan to give the Lowell campus report. Dr. Hogan spoke of the restructuring process which began with the requirement to reallocate 3% per year for five years for a total of 15%. Academic programs were reviewed on the basis of demand, resources, of mission centrality and quality. Based on five strategic imperatives which included 1) stabilizing enrollments in long term, 2) improving physical plant, 3) implementing regional economic assistance plan, 4) enhancing teaching/learning and technology applications across the campus, and 5) increasing external funding, the campus was able to allocate a total of 20% of the core budget. This was done by decreasing the number of academic programs, reducing the total full and part-time payroll costs by at least 20% and a system redesign determined by the Pappas Report.

Chancellor Hogan provided an update on the Academic Program Review Process: in the fall of 1993 there had been 109 degree programs, by the end of Spring, 1994 he closed off 9 programs or 8%; from the Fall of 1995 to the Spring of 1996 he closed an additional five programs; finally, 6 programs are being recommended for closure and five programs are under a two year long review.

He also mentioned Administrative Redesign projects that are underway: Purchasing Cards, updating Human Services, Travel Reimbursements, and Enrollment Services as well as a process to merge Admissions and Financial Aid.

Chancellor Penney gave the report for the Boston campus. The reallocation on that campus has been in process since 1989. From 1988 to 1994 reductions and consolidations of programs totaled $10M while reallocating $18M from 1989 to 1997 which equals 23%. The reallocations that are consistent with Strategic Goals for 1996 are $2,327,150 and $3,287,845 for 1997. She reported that the reallocation decisions have resulted in the addition of 8 doctoral programs since 1988 and a major change in

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fundraising with a $50M campaign launched with $10M in hand as of 10/96. There has been significant growth in research and training activity through Grants and Contract income which has grown from approximately $6M to $16M. There has been continued growth and impact of the Urban Mission with the addition of 6 research institutes and a significant amount of technology enhancement in terms of the building of the Distance Learning capacity, fiber optic networking, the Learning Center for Training, expanded lab access and World Wide Web integration in instruction and administrative services.

Chancellor Penney reported on the reduction and consolidating actions which have led to the closing of the 250 Stuart Street location, new academic program development from reallocated resources, expanded academic and student support services, and new or expanded administrative services offered.

She also reported on the Academic Program Review Implementation and listed the undergraduate and graduate programs to be enhanced, stabilized or reduced. She also updated the Committee on the principal projects being implemented on the Boston campus during the Phase 2 Administrative Redesign project.

She went on the to inform the Committee that the campus has established "The Year 2000 Strategic Plan" which are five strategic goals that she will be presenting at the February Board meeting. She then reviewed several charts showing the impact of New Revenue and Reallocations at Boston for FY1996, the impact of new Revenue, Realignments, and Reallocation for FY1997, and enrollment trends and personnel trends through FY1997.

Chancellor Cressy gave the Dartmouth campus report informing the Committee of his campus' academic reprogramming and administrative reallocation goal of $6.3 Million. He spoke of the Academic Programs that will be enhanced and the majors/options eliminated in FY1996 totaling $514,000 and retirements/reallocations at totaling $1,005,000. Five majors have been eliminated and more expected for FY1997 with seven options to be reduced in Chemistry, Art Education, Mathematics, and Physics. Also, the Physics and Computer Science will be moved into the College of Engineering to support the ocean marine science program.

He reported that due to merged functions and the elimination of some positions, total funds available for reallocation will be $339,000 per year. The campus has implemented one-stop shopping to improve student enrollment services, eliminated the Registrar's position, combined the administrative operations and introduced on-line travel and the Pro-Card.

For FY1998 the campus plans to combine the Assistant Chancellor for Enrollment Management and Dean of Continuing Education, make infrastructure improvements, implement one-stop shopping for other student service functions such as counseling, and eliminate one special assistant to the Chancellor which will make funds available for reallocation of $590,000 per year.

Chancellor Scott then reported reallocation/restructuring plans for the Amherst campus. He noted that his broader plan had been fully presented in October and this was a brief summary. The reallocation will be a more microscopic process where all areas of the campus will internally reallocate at 1% of their budgets every year.

Academic review has involved reduction in faculty and consolidations of some programs. A major component of restructuring involves the retirement program so that by 1998, 435 people will be leaving the campus.

Chancellor Scott informed the Committee that Amherst has hired Pappas Consulting Group to show the campus personnel how to design a system that will be effective and efficient but also reduce personnel costs. The administration will also be setting up a steering committee which will include broad representation from across the campus.

There was a general discussion and a question and answer period between the Committee members and the Chancellors about the reallocation/redesign process. There was discussion about the collaboration between the campuses to alleviate the effect of program reductions. Chair Karam requested that there be a standard way of looking at program review on a yearly basis.

President Bulger then thanked the Chancellors for their hard work implementing the restructuring/redesign process.

Due to the lateness of the hour, the **Worcester City Campus Corporation d/b/a University of Massachusetts Health System** item would be considered at tomorrow's meeting of the Board.

There being no further business to come before the Committee, the meeting adjourned at 6:20 p.m.

Barbara F. DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, February 7, 1996; 9:15 a.m.
Faculty Club, Healey Library
University of Massachusetts Boston
Boston, Massachusetts

Trustees and Trustee Staff: Chair Taylor; Vice Chair Haynes and Vice Chair Karam; Trustees Andriolo, Bogan, Flores, Foley, Giblin, Hoff, Kraft, Lewenberg, McNeil, Morrissey, Naughton, O'Leary, Okray, Poduska, Reed, Rivera, Spence and Sweeney; Ms. Farrell, Assistant Vice President for Board Relations

Trustees Absent: Trustee Sentance

University Administration: President Bulger; General Counsel Kirby; Chancellors Cressy, Hogan, Lazare, Penney and Scott

Faculty Representatives: Professors Carroll, Knight, May, Phelan and Dr. Cooke

Chair Taylor convened the meeting at 9:40 a.m. The first item on the agenda was the Consideration of Minutes of the previous meetings of the Board.

It was moved, seconded and

VOTED: To approve the minutes of the November 28 and December 6, 1995 meetings of the Board.

The next item on the agenda was the Chair's Report. Chair Taylor expressed his appreciation to former Board member, Derek Bok who has resigned his position from the Board. Chair Taylor then read the following resolution of appreciation to Chancellor Penney for her hard work and dedication to the University as President:

Whereas, Sherry H. Penney agreed to assume the duties of President of the University of Massachusetts on June 1, 1995;

Whereas, under her guidance the University has made steady and strong progress on its path toward becoming a nationally recognized institution of excellence in all fields;

Whereas, Sherry H. Penney carried out all responsibilities of the University's Presidency with effective leadership, professionalism and grace in a challenging time for higher education in Massachusetts;

Whereas, Sherry H. Penney has returned to the Chancellorship at UMASS Boston;

Be it resolved that this Board of Trustees of the University of Massachusetts, in a meeting assembled this seventh day of February, 1996, does hereby express its sincere thanks and appreciation for the

contributions Sherry H. Penney made to the future of this University as its President; and

Be it further resolved that the Board looks forward to working with Dr. Penney for many years to come.

It was moved, seconded and the motion was unanimously adopted.

The next item on the agenda was the President's Report. President Bulger announced the completion of the evaluations of Chancellors Scott and Cressy both of which had positive results. The next evaluation will be that of Chancellor Lazare.

Chair Taylor then introduced the Consent Agenda. It was moved, seconded and

VOTED: To approve the following votes listed as items #a-c, on the Board Consent Agenda:

a. Clinical Management Board Minutes, November 16, 1995 (Doc. T96-012)

1. Clinical Management Board Minutes, October 12, 1995

To approve the minutes of the October 12, 1995 Clinical Management Board meeting as recorded.

2. Credentialling

To accept the Credentialling Reports as per the Hospital Executive Committee and Health Professional Staff Credentials Committee.

b. Clinical Management Board Minutes, December 14, 1995 (Doc. T96-013)

1. Clinical Management Board Minutes, November 16, 1995

To approve the minutes of the November 16, 1995 Clinical Management Board meeting as recorded.

2. Performance Improvement Plan

To approve the Performance Improvement Plan as submitted to the Clinical Management Board.

3. Credentialling

To accept the Credentialling Reports as per the Hospital Executive Committee and Health Professional Staff Credentials Committee, with the one correction as noted.

4. Master Space Planning

It was unanimously voted (with one abstention by Mr. William Kelleher, Jr.) to recommend to the Board of Trustees to authorize and direct the University President, the Worcester Campus Chancellor, and the Deputy Chancellor for Clinical Affairs to take any actions necessary to obtain the space at 328

Shrewsbury Street in Worcester as described in the Executive Summary for the use of administrative operations of the Clinical System.

c. Audit Reports
(Items 1-10 were approved by the Audit Committee January 10, 1996)

1. University of Massachusetts Clinical Services Division, Management Letter for the Year Ended June 30, 1995, UMASS Worcester (Doc. T96-006)

2. Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, for the Year Ended June 30, 1995 (Doc. T96-004)

3. Management Letter for the University of Massachusetts General Purpose Financial Audit, for the Year Ended June 30, 1995 (Doc. T96-007)

4. WUMB-FM Radio, Financial Statements for the Year Ended June 30, 1995, UMASS Boston (Doc. T96-001)

5. WUMB-FM Radio, Management Letter for the Year Ended June 30, 1995, UMASS Boston (Doc. T96-005)

6. WFCR-FM and Friends of WFCR, Inc. Combined Financial Statement and Schedule, June 30, 1995, UMASS Amherst (Doc. T96-002)

7. WFCR-FM and Friends of WFCR, Inc. Management Letter, FY95 Audit (Doc. T96-003)

8. Continuing Education Program, Financial Statements for the Year Ended June 30, 1995, UMASS Boston (Doc. T96-008)

9. Continuing Education Program, Management Letter, FY95 Audit, UMASS Boston (Doc. T96-009)

10. Employee Business Expense Report, UMASS Amherst (Doc. T96-010)

The next item on the agenda was the report of the Committee on Academic and Student Affairs. Trustee McNeil reported that an Appointment with Tenure, UMASS Amherst would be discussed in Executive Session later in the meeting. She also reported that at yesterday's meeting there had been a lengthy discussion on Academic Program Review Recommendations and an Update on the Undergraduate Admissions Policy. Associate Vice President Layton had given a presentation on an Alumni Survey which would be presented again later in this meeting.

Trustee McNeil also informed the Board of the Second Technical Conference on Telecommunications R&D to be held on Tuesday, March 12 at the UMASS Lowell campus. With regard to the Academic Program Review recommendations it was noted that each campus is at a different stage of implementation and final recommendations are forthcoming

She then reported that the Undergraduate Admissions Policy will be brought to the Board for approval after further review by the campuses and the President's Office. These guidelines were developed in response to the Administration and the Board's goals and direction.

Trustee O'Leary then reported for the Committee on Administration and Finance. There had been a lengthy discussion on Tuition and Fees which will be brought back to the Board for action at the April meeting.

Trustee O'Leary reported that Chancellor Penney had presented an in depth report on the design and construction of a Campus Center, UMASS Boston.

It was moved, seconded and

VOTED: In accordance with Trustee policy, Doc. T93-122, to approve the design and construction of a Campus Center at the Boston campus as described in Doc. T96-019, provided that the President and Chancellor shall provide regular reports to the Board on the progress of said project.

The next item was the University of Massachusetts University Commonwealth Scholars Fund. Trustee O'Leary explained that, at the President's request, funds previously used for the President's housing would be used instead for the University Commonwealth Scholars Fund. Trustee Kraft suggested that Trustees contribute to this fund as well. It was moved, seconded and

VOTED: To establish an account to be called the University of Massachusetts University Commonwealth Scholars Fund to fund the University Commonwealth Scholars Program as described in Doc. T96-014, (which may be modified by the Vice President of Academic Affairs in consultation with the Chancellors), provided that the University Treasurer is authorized and directed to budget and transfer $24,000 into said account from funds previously used to pay the President's housing allowance; and provided further, that the Board hereby authorizes the Chair to continue such annual transfers in the future without further approval from the Board.

The next item was the Lease with Health Alliance Burbank Hospital. It was moved, seconded and

VOTED: To authorize and direct the President subject to approval by the Secretary of Administration and Finance, to take any actions necessary including filing requested reports under Section 36C of Chapter 75 of the General Laws and entering into a lease with Health Alliance to permit the Medical Center to operate a clinical residency program at Burbank Hospital in Fitchburg.

The next item was the report of the Audit Committee. Trustee Giblin reported that the Committee had met on January 10 and ten audits had been reviewed and approved. Trustee Giblin then encouraged attendance at future Audit Committee meetings as this Committee is very important to the financial aspect of running the University. Trustee Giblin also commended the Administration for the detailed work that goes into the audit process and Trustee Haynes for the attention paid to audit matters while he was Chair of this Committee. Trustee Giblin went on to thank Trustee Rivera for his preparedness and attention to the details of the audits and some very substantial questions he had raised at the last meeting. Several Trustees then reinforced the significance of the work performed by the Audit Committee members.

Trustee Bogan then commented on behalf of the Athletic Committee on the capital outlay program and the allocations to Title IX. He further emphasized the Board's commitment to meet our obligations to Title IX and requested that the Chancellors notify the Board if more funds are needed to meet these requirements.

Trustee Foley then updated the Board on two recent incidents involving UMASS athletes: Greg Matthews, a swimmer from the Amherst campus who passed away at a swim meet and the collapse of Marcus Camby, a player from the Minuteman basketball team at UMASS Amherst. In both cases, the very best care was provided and it was pointed out that athletes at the University are required to obtain a physical evaluation on a yearly basis which is more often than NCAA rules require.

Trustee Foley then reported on the progress of the Ad Hoc Committee on University Health Care. The Committee had meetings in December and January and he summarized some of the findings thus far as follows: throughout the University system, there are no two health services alike, services are minimal at some and generous at others. It has been determined that a system-wide program review be conducted to determine the feasibility of providing one standard set of benefits. It is recommended that the Committee continue its study by visiting all the campuses and researching practice at other universities. It is expected the Committee will come to the Board in June with a set of recommendations.

President Bulger then spoke to the findings from the survey of 1993 UMASS graduates and his pleasure with the levels of satisfaction with the graduates' academic experience. Associate Vice President Layton then gave a presentation on the Alumni Survey. Some of the highlights included:

- UMASS is the first choice school for almost two-thirds of its students
- on most measures, graduates indicated high levels of satisfaction with their academic experience including the quality of instruction
- a high percent were satisfied or very satisfied with student/faculty interaction
- many graduates discovered that the quality of education at UMASS exceeded their expectations
- almost all would recommend UMASS to a friend or family member
- graduates were generally satisfied with the cost of attending UMASS
- a significant number of recent graduates enroll in some kind of further education
- almost all UMASS graduates enter the work force upon graduation and the vast majority are employed within Massachusetts
- most graduates report they are satisfied with their current position
- graduates overwhelmingly reported satisfaction with UMASS in general.

Associate Vice President Layton noted that additional information from the survey will be analyzed. She then thanked the University's Institutional Research Group for the work conducted on this project. There was a question about the number of students working while attending UMASS; Dr. Layton responded that the majority of students work. Chancellor Cressy pointed out that at the Dartmouth campus, 50% of the students work more than 20 hours a week.

Chair Taylor then asked for a motion to go into Executive Session to discuss an Appointment with Tenure, UMASS Amherst and Honorary Degrees, UMASS Boston, UMASS Lowell. He indicated that the Board would not reconvene in open session.

Chair Taylor voted for the motion as did Trustees Bogan, Flores, Foley, Giblin, Haynes, Hoff, Karam, Kraft, Lewenberg, McNeil, Naughton, O'Leary, Poduska, Reed, Rivera and Spence. The time was 10:33 a.m.

Elizabeth H. Tuthill Farrell
Assistant Vice President for
Board Relations

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Thursday, April 11, 1996; 9:15 a.m.
Conference Dining Room
University of Massachusetts
North Dartmouth, Massachusetts

Trustees and Trustee Staff: Chair Taylor; Vice Chairs Haynes and Karam; Trustees Bogan, Fey, Flores, Foley, Giblin, Hoff, Kraft, Morrissey, Naughton, O'Leary, Okray, Rivera, Spence and Sweeney; Ms. Farrell, Assistant Vice President for Board Relations

Trustees Absent: Trustees Andriolo, Lewenberg, McNeil, Poduska, and Sentance

University Administration: President Bulger; General Counsel Kirby; Vice Presidents Deck and Lenhardt; Chancellors, Cressy, Hogan, Lazare, Penney and Scott

Faculty Representatives: Professors Carroll, Knight, Phelan and Dr. Cooke

Chair Taylor convened the meeting at 9:35 a.m. The first item on the agenda was Consideration of the Minutes of the previous meeting of the Board. Without discussion, it was moved, seconded and

VOTED: To approve the minutes of the February 7, 1996 meting of the Board.

The next item on the agenda was the Chair's Report. Chair Taylor began by informing the Board of the conclusion of Mary Reed's service as a UMASS Trustee, noting that the Board office would be coordinating a time for the Board members to formally thank Trustee Reed for her service. Chair Taylor then introduced the Board's newest member, Grace Fey. He went on to recognize Student Trustee Dan Rivera who introduced the Amherst campus's Student Trustee for the next year, Sean Carter. Trustee Rivera also announced that the Amherst campus would be hosting a conference specifically focused on the Latino community and diversity in higher education for students from the New England states.

Chair Taylor then reminded the Board that the Nominating Committee had approved the establishment of the Development Committee at the October, 1995 meeting, to lend Trustee support to the University's fund-raising efforts at the Foundation and the campuses. The Committee had recommended Trustee Hoff as Chair of that Committee, and Chair Taylor formally announced this appointment.

The Chairman further commented on the importance of two items which the Board continues to review that have been worked on over the past year, the Academic Restructuring on the campuses and the Administrative Redesign effort. Chair Taylor thanked the Chancellors and administration for their leadership in these areas, as well as the Chairs of the two major Committees who continue to be involved in these efforts.

The Chair then turned to President Bulger for the President's Report. President Bulger thanked Chancellor Cressy for hosting the Board and this meeting. He also congratulated Chancellor Scott and the Amherst campus for the success of the Men's Basketball team, and Chancellor Hogan for the success of the Ice Hockey team. The President encouraged the Chancellors to continue their efforts on the Administrative Redesign Project where he has been working closely with them. President Bulger also thanked Vice Presidents Deck, Kirby and Lenhardt for their efforts.

Chair Taylor then introduced the Consent Agenda. It was moved, seconded and

VOTED: To approve the following votes listed as items #a-e on the Board Consent Agenda:

a. Clinical Management Board Minutes, January 11, 1996 (Doc. T96-028)

1. Clinical Management Board Minutes, December 14, 1995

To approve the minutes of the December 14, 1995 Clinical Management Board meeting as recorded.

2. Medical Center Cableplant Project

To recommend approval to the Clinical Management Board to expend the amount of $12,005,000 million for the Medical Center cableplant project as described in the attachments distributed to the Finance Committee. Such projects will provide the capability to enhance and support the systems environment at the Worcester campus and enable the campus to support remote sites including but not limited to WCCC, Shrewsbury, and Auburn sites.

3. Credentialling

To accept the Credentialling Reports as per the Hospital Executive Committee and Health Professional Staff Credentials Committee with the one correction as noted.

4. Ad Hoc Committee for Self Insurance Trust

It was approved to develop an Ad Hoc Committee for Self Insurance Trust.

b. Clinical Management Board Minutes, February 8, 1996 (Doc. T96-038)

1. Clinical Management Board Minutes, January 11, 1996

To approve the minutes of the January 11, 1996 Clinical Management Board meeting as recorded.

2. Study for Obstetrical Planning

To approve continuation of the study for Obstetrical Planning.

3. Children's Medical Center Strategic Plan Request

To approve the Children's Medical Center Strategic Plan Request for Proposals as submitted subject to further review by individuals designated by the Chancellor/Dean and Deputy Chancellor for Clinical Affairs.

4. Credentialling

To accept the Credentialling Reports as per the Hospital Executive Committee and Health Professional Staff Credentials Committee.

c. Audit Reports and Selection of an External Auditors Firm (Items 1-4 were approved by the Audit Committee March 21, 1996)

1. Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst Dept. of Athletics and Intramurals as of June 30, 1995 (Doc. T96-029)

2. Agreed-upon Procedures Report for NCAA Compliance, UMASS Amherst Intercollegiate Athletics Programs and Related Booster Organizations for year ended June 30, 1995 (Doc. T96-030)

3. Audit Involvement Report in Hospital Business Systems Conversions (Doc. T96-031)

4. To select the Auditing Firm of Coopers & Lybrand for the University's General Purpose Financial and OMB Circular A-133 Audit for Fiscal Years ending June 30, 1996, 1997 and 1998 with the option to extend for Fiscal Years ending June 30, 1999 and 2000; and further, to authorize the President or his designee to conclude the necessary contractual arrangements. (Doc. T96-032)

d. Committee on Academic and Student Affairs (Item 1 was approved by the Committee on Academic and Student Affairs on April 2, 1996)

1. Graduate Student Assembly Constitution, UMASS Boston

To approve the Constitution for the Graduate Student Assembly of the University of Massachusetts at Boston as contained in Trustee Doc. T96-51, provided, however, that this approval shall remain in effect only until October 15, 1997, at which time the Constitution shall be considered null and void unless the Board has prior to that date acted affirmatively to continue the Constitution in effect. The President and Chancellor shall review the operations of the Graduate Student Assembly and shall, on or before October 15, 1997, make a recommendation to the Board concerning continuation of the Assembly and its Constitution.

e. Committee on Administration and Finance (Items 1-3 were approved by the Committee on Administration and Finance on April 3, 1996)

1. Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures, the Intellectual Property Policy and the Policy on Faculty Consulting and Outside Activities (Docs. T96-039, T96-040, T96-047)

In accordance with section 14A of Chapter 75 of the General Laws to adopt the Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures, (Doc. T96-039) the Intellectual Property Policy, (Doc. T96-040) and the Policy on Faculty Consulting and Outside Activities (Doc. T96-047) for the Worcester campus provided that under section III G the Worcester Chancellor may establish a different allocation of net income (other that the CVIP portion) in any particular instance, or, in general for the campus. And further, to direct the President through the Chancellors to continue to negotiate said policies at the Amherst, Boston, Dartmouth, and Lowell campuses, provided that until said policies are agreed to by the parties to the applicable collective bargaining agreements, employees on such campuses shall continue to be governed by the provisions of Chapter 268A of the General Laws, as well as campus policies currently in effect, when engaged in research and technology transfer. These

policies once effective for a campus shall supersede and rescind all other policies currently in effect in the University which are inconsistent herewith.

2. John F. Kennedy Scholarship (Doc. T90-076, Addendum 1)

To amend the provisions of the "John F. Kennedy Scholarship in Memory of John B. Crimmins" as follows: by striking the following language — "in an interest-earning account at a local trust or similar banking institution in South Boston" — and substituting therefor the following — "with other endowment funds of the University, expenditures from this account to be governed by the Spending Rate Policy"

3. Department of Defense Exclusion List (Doc. T96-037)

Whereas, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary; and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

Whereas, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

Now, therefore, that the Chairman of the Board, the President, the Secretary and be it declared, the designated Facility Security Officer at the present time do possess or will be processed for the required security clearance; and

Be it resolved, that in the future, when any individual enters upon any duties as Chairman of the Board, the President, Secretary or other person designated as Facility Security Officer, such individual shall immediately make application for the required security clearance; and

Be It Resolved Further, that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the University and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Brian Andriolo	Trustee
Daniel E. Bogan	Trustee
Grace K. Fey	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Robert J. Haynes	Trustee
Charles J. Hoff	Trustee

Robert S. Karam	Trustee
Myra H. Kraft	Trustee
Peter K. Lewenberg	Trustee
Ogretta V. McNeil	Trustee
Matthew Morrissey	Trustee
John N. Naughton	Trustee
James F. O'Leary	Trustee
John J. Okray	Trustee
John William Poduska	Trustee
Daniel Rivera	Trustee
Michael J. Sentance	Trustee
Rina K. Spence	Trustee
Timothy Sweeney	Trustee

The next item on the agenda was the report of the Committee on Academic and Student Affairs. In the absence of Trustee McNeil, Trustee Naughton reported the items for action, the first being the Undergraduate Admissions Policy. Trustee Naughton stated that this policy had received the Committee's support, given its multi-dimensional approach to admissions decisions rather than over-emphasizing GPA's and standardized test scores. The Committee had discussed its concern regarding this policy's impact on the University's commitment to diversity, and felt that annual review of the policy based on information regarding admissions and subsequent student achievement would be an effective means of protecting that commitment.

Vice President Deck then reviewed the University's relationship with the Higher Education Coordinating Council (HECC) in this area, wherein they have the authority to disapprove this policy. He also reminded the Board of the work done by the administration, the Committee and the Board as a whole in discussing this policy and identifying the best policy possible to enable the campuses to raise standards while protecting their interests in providing entrance to college-eligible students of various racial and ethnic populations in the Commonwealth. Vice President Deck noted that this policy meets the minimum standards recommended by the HECC, and also allows the campuses to consider motivational and other abilities outside of GPA and SAT scores in accepting students and predicting their success.

Trustee Naughton further informed the Board that the Student Trustees from the undergraduate campuses had participated in the Committee meeting discussion, and well-represented their fellow students' concerns.

Trustee Naughton then moved the adoption of the motion and it was seconded.

Discussion regarding the policy then took place, beginning with remarks from Tyson Rose, student from the UMASS Dartmouth campus, who presented Chair Taylor with a petition with signatures of students who oppose the HECC admissions proposal. Mr. Rose then spoke to concerns for the impact on the diverse student populations at the University from the HECC admissions standards, asking for the University's support. Further discussion regarding the policy was held, with particular emphasis on the University's review of information in the future to improve the policy for achieving access and standards of success for students.

A roll call vote was requested for the motion on the floor. It was then

VOTED: To adopt the Policy on Undergraduate Admissions as contained in Doc. T96-034. This policy shall replace Doc. T83-113.

Trustees Bogan, Fey, Giblin, Haynes, Hoff, Karam, Naughton, O'Leary, Spence and Chair Taylor all voted for the motion. Trustees Flores, Foley and Rivera voted against the motion. Trustees Kraft and Okray abstained.

The next item was the Appointment as Distinguished Professor, UMASS Amherst. Trustee Naughton reported that this appointment was highly recommended and the Committee offered its unanimous support. Trustee Naughton also reviewed highlights from Professor MacKnight's distinguished background. It was moved, seconded and

VOTED: To concur with the President in the appointment of William J. MacKnight as Distinguished Professor at UMASS Amherst.

Trustee O'Leary then reported for the Committee on Administration and Finance. The first item was the FY1997 Tuition and Fees, and Trustee O'Leary reminded the Board of the previous years' policy of keeping any increases in tuition and fees equal or lower than the consumer price index (CPI). Trustee O'Leary cited the President's and Board's interest in continuing programs of academic reallocation and administrative redesign, and recommended a zero increase of tuition except at the Medical School, and fee increases of less than CPI, except for the Dartmouth campus.

It was moved and seconded. Discussion followed regarding the HECC proposal of decreasing tuition at all public institutions of higher education and the issue of the medical school tuition; the Dartmouth campus exception; the importance of legislative support and the University's providing of clear information to the legislature; and the future of the University based on responsible planning including keeping tuition modifications stable with increases low. Further comments supporting the responsible actions of the Board were made.

The motion on the floor was then

VOTED: Whereas, in order to balance the need to provide a quality higher education with the need to provide access to higher education, the Board intends to keep total tuition and mandatory fee increases for 1996-97 to an amount no higher than the increase in consumer price index.

Now Therefore, in accordance with Section 1A of Chapter 75 with Section 9 (i) of Chapter 15A of the General Laws, to recommend to the Higher Education Coordinating Council that the tuition for the University campuses for Academic Year 1996-1997 shall be as follows:

Tuition:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate (Mass. resident)	$2,220.00	$2,220.00	$0.00	0.0%
Undergraduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%
Graduate (Mass. resident)	$2,778.00	$2,778.00	$0.00	0.0%
Graduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%
Boston				
Undergraduate (Mass. resident)	$2,220.00	$2,220.00	$0.00	0.0%
Undergraduate (non-resident)	$8,568.00	$8,568.00	$0.00	0.0%
Graduate (Mass. resident)	$2,778.00	$2,778.00	$0.00	0.0%
Graduate (non-resident)	$8,568.00	$8,568.00	$0.00	0.0%
Dartmouth				
Undergraduate (Mass. resident)	$1,836.00	$1,836.00	$0.00	0.0%
Undergraduate (non-resident)	$6,919.00	$6,919.00	$0.00	0.0%
Graduate (Mass. resident)	$2,206.00	$2,206.00	$0.00	0.0%
Graduate (non-resident)	$6,919.00	$6,919.00	$0.00	0.0%
Lowell				
Undergraduate (Mass. resident)	$1,884.00	$1,884.00	$0.00	0.0%
Undergraduate (non-resident)	$7,028.00	$7,028.00	$0.00	0.0%
Graduate (Mass. resident)	$2,260.00	$2,260.00	$0.00	0.0%
Graduate (non-resident)	$7,028.00	$7,028.00	$0.00	0.0%
Worcester				
Medical School (Current Students)	$8,792.00	$9,800.00	$1,008.00	11.5%
Medical School (Incoming Students)	$8,792.00	$10,800.00	$2,008.00	22.8%
*Graduate (Mass. resident)	$2,738.00	$2,738.00	$0.00	0.0%
*Graduate (non-resident)	$8,566.00	$8,566.00	$0.00	0.0%

And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the fees and the fee-based budgets for Academic Year 1996-97 as listed in Doc. T96-042, including the following:

Board of Trustees
April 11, 1996

Curriculum Fees:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate (Mass. resident)	$2,031.00	$2031.00	$0.00	0.0%
Undergraduate (non-resident)	$2,031.00	$2,065.00	$34.00	1.7%
Graduate (Mass. resident)	$1,714.00	$1,714.00	$0.00	0.0%
Graduate (non-resident)	$1,714.00	$1,748.00	$34.00	2.0%
Boston				
Undergraduate	$1,876.00	$1,936.00	$60.00	3.2%
Graduate	$1,876.00	$1,936.00	$60.00	3.2%
Dartmouth				
Undergraduate (Mass. resident)	$1,953.00	$2,074.00	$121.00	6.2%
Undergraduate (non-resident)	$2,967.00	$3,260.00	$293.00	9.9%
Graduate (Mass. resident)	$2,111.00	$2,245.00	$134.00	6.3%
Graduate (non-resident)	$2,967.00	$3,260.00	$293.00	9.9%
Lowell				
Undergraduate (Mass. resident)	$2,646.00	$2,646.00	$0.00	0.0%
Undergraduate(non-resident)	$2,646.00	$2,646.00	$0.00	0.0%
Graduate (Mass. resident)	$2,646.00	$2,646.00	$0.00	0.0%
Graduate (non-resident)	$2,646.00	$2,646.00	$0.00	0.0%
Worcester				
Medical Students	$1,250.00	$1,250.00	$0.00	0.0%
Graduate School of Nursing	$1,250.00	$1,250.00	$0.00	0.0%
Graduate School of Biomedical Scienc	$330.00	$330.00	$0.00	0.0%

Mandatory Fees:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Undergraduate	$1,263.00	$1,273.00	$10.00	0.8%
Graduate	$1,051.00	$1,059.00	$8.00	0.8%
Boston				
Undergraduate	$304.00	$298.00	($6.00)	-2.0%
Graduate	$304.00	$298.00	($6.00)	-2.0%
Dartmouth				
Undergraduate	$333.00	$333.00	$0.00	0.0%
Graduate	$333.00	$333.00	$0.00	0.0%
Lowell				
Undergraduate	$76.00	$76.00	$0.00	0.0%
Graduate	$76.00	$76.00	$0.00	0.0%
Worcester				
Medical School, Year 1 & 2	$470.00	$490.00	$20.00	4.3%
Medical School, Year 3 & 4	$470.00	$490.00	$20.00	4.3%
Graduate - Nursing School	$470.00	$490.00	$20.00	4.3%
Graduate School of Biomedical Sci.	$420.00	$440.00	$20.00	4.8%

Room and Board:

	From AY 1996	To AY 1997	Annual Dollar Change	% Change
Amherst				
Average Room	$2,376.00	$2,416.00	$40.00	1.7%
Average Board	$1,812.00	$1,812.00	$0.00	0.0%
Dartmouth				
Average Room	$2,628.00	$2,676.00	$48.00	1.8%
Average Board	$2,067.00	$2,150.00	$83.00	4.0%
Residential Telecommunications	$0.00	$150.00	$150.00	N/A
Lowell				
Average Room	$2,460.00	$2,520.00	$60.00	2.4%
Average Board	$1,886.00	$1,940.00	$54.00	2.9%
Residential Telecommunications	$100.00	$110.00	$10.00	10.0%

Provided, however, that such rates shall be subject to ratification by the University of Massachusetts Building Authority as required by applicable law or trust agreements.

Trustee Okray voted against the motion.

Trustee Giblin then reported for the Audit Committee, stating that the actions taken at the Committee meeting held on March 21 had been taken up on the Consent Agenda. He reported that the Committee had recommended the selection of Coopers & Lybrand as the firm which will conduct the University's A-133 audit.

Trustee Bogan then reported on the Committee on Athletics, held on April 3. The Committee congratulated the UMASS Amherst men's basketball team and UMASS Lowell ice hockey team for their successes, citing the awards given to several individuals. Trustee Bogan reported that the Committee had an extensive discussion regarding the Title IX capital projects, the completion of which is of great concern to the Committee, and said that President Bulger would be working with the campuses to ensure that these projects will be undertaken. The Committee had also heard a status report on the selection of an athletic director at UMASS Dartmouth. The UMASS Dartmouth ice hockey and men's basketball teams were also congratulated for successful seasons.

The next item on the agenda under Other Business was the adoption of restated articles for the Worcester City Campus Corporation.

It was moved and seconded. General Counsel Kirby then provided background information regarding the vote. Chair Taylor then spoke to the strong leadership of the Clinical System and, in conjunction, the Worcester City Campus Corporation.

VOTED: To adopt the Restated Articles of Organization for Worcester City Campus Corporation d/b/a UMASS Health System and authorize the Board of Directors to take all necessary actions for filing with the Massachusetts Secretary of State.

The next item on the agenda was the Appointment of Secretary to the Board of Trustees.

It was moved, seconded and

VOTED: To appoint Elizabeth H. Tuthill Farrell as Secretary to the Board of Trustees and Certifying Officer of the University, provided that in the absence of the Secretary, the General Counsel shall serve as Certifying Officer.

Chair Taylor then asked for a motion to go into Executive Session to discuss Appointment with Tenure, UMASS Worcester, Consideration of Tenure Cases, UMASS Amherst, UMASS Boston, UMASS Lowell and Honorary Degrees, UMASS Dartmouth, UMASS Worcester. Chair Taylor stated that the Board would not reenter open session. Trustees Bogan, Fey, Flores, Foley, Giblin, Haynes, Hoff, Karam, Kraft, Naughton, Okray, O'Leary, Rivera, Spence and Chair Taylor all voted for the motion. The time was 10:40 a.m.

E H Tuthill Farrell
Elizabeth H. Tuthill Farrell
Secretary to Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES

Tuesday, April 30, 1996; 11:30 a.m.
Pierson Room, Union Club
Boston, Massachusetts

Trustees and Trustee Staff: Chair Taylor; Vice Chairs Haynes and Karam; Trustees Andriolo, Foley, Kraft, Lewenberg, Okray, O'Leary, Poduska; Ms. Farrell, Secretary to the Board

Trustees Absent: Trustees Bogan, Fey, Flores Giblin, Hoff, McNeil, Morrissey, Naughton, Rivera, Sentance, Spence, Sweeney

University Administration: General Counsel Kirby

Chair Taylor called the meeting to order at 11:35 a.m. and asked for a motion to enter into Executive Session to consider the award of an honorary degree at UMASS Amherst, the sole agenda item for the meeting.

It was moved, seconded and

VOTED: To enter into Executive Session to consider the award of an honorary degree at UMASS Amherst.

Trustees Foley, Haynes, Karam, Kraft, Lewenberg, Okray, O'Leary, and Poduska all voted for the motion, as did Chair Taylor. The time was 11:35 a.m.

At 11:40 a.m. the Board reconvened in open session. It was then moved, seconded and

VOTED: To award an Honorary Degree to the individual agreed upon in Executive Session and to instruct the Chancellor to proceed with the necessary arrangements.

There being no further business to come before the Board, the meeting was adjourned at 11:40 a.m.

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST • BOSTON • DARTMOUTH • LOWELL • WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, June 5, 1996; 9:15 a.m.
Press Room, Parker House Hotel
Boston, Massachusetts

Trustees and Trustee Staff: Chair Taylor; Vice Chairs Haynes and Karam; Trustees Andriolo, Bogan, Fey, Flores, Foley, Giblin, Hoff, Lewenberg, McNeil, Morrissey, Naughton, Okray, Poduska, Rivera, Spence and Sweeney; Ms. Farrell, Secretary to the Board

Trustees Absent: Trustees Kraft, O'Leary and Sentance

University Administration: President Bulger; General Counsel Kirby; Vice Presidents Chmura, Deck and Lenhardt; Associate Vice President Layton; Chancellors, Cressy, Hogan, Lazare, Penney and Scott

Faculty Representatives: Professors Knight, May and Phelan

Chair Taylor convened the meeting at 9:40 a.m. The first item on the agenda was Consideration of the Minutes of the previous meetings of the Board. Without discussion, it was moved, seconded and

VOTED: To approve the minutes of the April 11, 1996 and April 30, 1996 meetings of the Board.

The next item on the agenda was the Chair's Report. Chair Taylor introduced the three new students, Sean Carter, UMASS Amherst, David Croft, UMASS Boston, and James Arciero, UMASS Dartmouth, who would serve as Trustees on the Board beginning July 1, 1996, through June 30, 1997. Chair Taylor then thanked the three students who would be leaving the Board, Daniel Rivera, John Okray, and Matt Morrissey, and presented a token of the Board's appreciation to them for their dedication to the University. He further recognized Brian Andriolo and Timothy Sweeney who would be continuing their service as Trustees for another year.

The next item on the agenda was the President's Report. President Bulger reported on two major funding events, a $46 million training contract through the Department of Defense, and a license agreement with Pasteur Merieux by the Medical School for disease vaccines which could amount to a significant amount of funds over the term of the license. Regarding the budget, the President reported that the Senate had recommended an 8% increase for the University over FY96 in the amount of $375 million (compared with the $367 million recommended by the House); the Senate budget also includes language for a $25 million incentive marketing program for fundraising. The President also said that the Administrative Redesign Program was progressing, and that he and the Chancellors would be meeting with Alceste Pappas at the end of June to prepare for the end of June report. The President further stated that the Capital Plan would be presented for vote at the Administration and Finance report, which is a major step forward for the University. The President also announced that Trustee Lewenberg is the new chair of the new UMASS Building Authority and thanked him for his service. He went on to commend the campuses for the excellent work done at all Commencements recently held.

Chair Taylor then introduced the Consent Agenda. It was moved, seconded and

VOTED: To approve the following votes listed as items #a-c on the Board Consent Agenda:

a. Clinical Management Board Minutes, March 14, 1996 (Doc. T96-053)

1. Clinical Management Board Minutes, February 8, 1996

To approve the minutes of the February 8, 1996 Clinical Management Board meeting as recorded.

2. Self Insurance Trust Fund

To authorize the Chancellor of the University of Massachusetts at Worcester, with the joint approvals of the President and Chairman of the Board of Trustees of the University and the Chairman of the Clinical Management Board, to pay, including from the Self Insurance Trust Fund, such amounts as he deems appropriate by reason of (1) the Trust's self insuring twenty percent of the first excess layer in fiscal 1986, (2) the insolvency of the KWELM Companies, and/or (3) the discrepancy between the primary limits of the Trust in the occurrence years (fiscal) 1986, 1987, 1988 and 1989 and the excess limits applicable in the year in which claims against those occurrences may have been made. The Chancellor is further authorized to execute any documents necessary to carry out the purposes of this vote. The Chancellor shall inform the Clinical Management Board in writing at its next subsequent meeting following execution of any documents or payment of any amounts pursuant to this authorization.

3. Credentialling Reports

To accept the Credentialling Reports as recommended by the Hospital Executive Committee and Health Professional Staff Credentials Committee.

4. Ambulatory Space Expansion

To recommend that the Board of Trustees authorize and direct the University President, the Worcester Campus Chancellor, and the Deputy Chancellor for Clinical Affairs to take any actions necessary to utilize the space known as the Farmhouse in the BioTechnology Research Park, as described in the Executive Summary for the use by the Clinical System for psychiatry, mental health, and other outpatient services and office space.

b. Clinical Management Board Minutes, April 25, 1996 (Doc. T96-075)

1. Clinical Management Board Minutes, March 14, 1996

To approve the minutes of the March 14, 1996 Clinical Management Board meeting as recorded.

2. Credentialling Reports

To accept the credentialling reports as recommended by the Hospital Executive Committee and Health Professional Staff Credentials Committee.

3. February and March, 1996 Financial Statements

To approve the Finance Committee Report including the February and March, 1996 Financial Statements as presented by the Finance Committee Chairman, Mr. Stephen Lenhardt.

c. Committee on Administration and Finance (Items 1-2 were approved by the Committee on Administration and Finance on May 29, 1996)

1. Adoption of the Policy on Conflict of Interest Relating to the Intellectual Property and Commercial Ventures, the Intellectual Property Policy, and the Policy on Faculty Consulting and Outside Activities, UMASS Lowell

In accordance with section 14A of Chapter 75 of the General Laws to adopt the Policy on Conflict of Interest relating to Intellectual Property and Commercial Ventures (Doc. T96-039A), the Intellectual Property Policy (Doc. T96-040), and the Policy on Faculty Consulting and Outside Activities (Doc. T96-047) for the Lowell campus.

2. Capitalization and Inventory Control Policy

To approve the Capitalization and Inventory Control Policy as contained in Doc. T96-073, and to direct the President to formulate guidelines to assist the campuses in implementing the policy; further, to rescind the Equipment Inventory Policy in Doc. T91-074.

The next item on the agenda was the report of the Committee on Academic and Student Affairs. Trustee McNeil identified the first item for action, the Ph.D. in Biomedical Engineering and Medical Physics (Stage II), UMASS Worcester, Worcester Polytechnic Institute, and asked Associate Vice President Layton to address this item. Associate Vice President Layton reported that this program formalizes a long held collaboration between the two campuses, it does not demand new resources from either institution but does have the potential for bringing new sources of funds to support this area.

It was moved, seconded and

VOTED: To approve the Stage II proposal for a Joint Ph.D. Program in Biomedical Engineering and Medical Physics at the University of Massachusetts Worcester and Worcester Polytechnic Institute, as contained in Doc. T95-090, Addendum 1.

The next item was the B.S. in Earth Systems, University of Massachusetts Amherst (Stage I & II combined). Trustee McNeil turned to Associate Vice President Layton who provided an overview of the proposed program which doesn't call for new resources, and reflects the interdisciplinary nature of the current programs in the department of Geosciences. Trustee McNeil commended the department for its work in developing a program that would interest many students, particularly ALANA students and women.

It was moved, seconded and

VOTED: To approve the Stage I and II consolidated proposal for a B.S. in Earth Systems at the University of Massachusetts Amherst, as contained in Doc. T96-071.

The next item was the Amendment to Code of Student Conduct, UMASS Boston. Trustee McNeil noted that this item was brought to the Committee and subsequently after a split vote, to the Board for consideration. The members of the Board expressed their interest in hearing more from the other campuses, as well as from the Administration on each campus regarding this vote before changing the policy. Several Trustees and President Bulger stated their support for fully reviewing this matter, and President Bulger asked to have the input of all Chancellors on this matter. After much discussion, Trustee Okray asked for a vote to table this motion to the October meeting of the Board.

It was then moved, seconded and

VOTED: To table consideration of the Amendment to Code of Student Conduct, UMASS Boston as contained in Doc. T94-059 until the October, 1996 meeting of the Board of Trustees.

Trustee McNeil then reported on the other items discussed at the Committee meeting, including Academic Program Review initiatives, which are proceeding on schedule. The Committee also heard reports on Fall 1996 enrollments, and a report from Vice President Chmura regarding the STrategic Envirotechnology Partnership (STEP) program.

Chair Taylor then gave the report of the Committee on Administration and Finance, noting that several action items would be considered, but also said that the Committee had heard a positive report from the Investment SubCommittee, and also heard information regarding Fair Share Funding legislation supported by Senator Rosenberg. Chair Taylor noted that on the consent agenda the Board had approved two items that had come before the Committee, including the technology transfer policies for UMASS Lowell, the second campus to adopt the policies, while the other campuses are in the negotiation process.

Chair Taylor then introduced the first item, the Authorization for Expenditure of Funds in FY 1997, a matter considered every year.

It was moved, seconded and

VOTED: To authorize the President to expend at the FY 1996 rate, state and non-state funds for the University from July 1, 1996 until such time as the Board adopts the Operating Budget for FY 1997.

The next item was the Transfer of Funds to Lowell Arena, Commission for Hockey Arena. Chancellor Hogan announced that the bids for the arena were opened yesterday and were in the range of monies available. He further stated that, in conjunction with other planned projects, the campus and the city continue to work closely for the benefit of both. It was moved, seconded and

VOTED: To authorize the President or the President's designee to continue negotiations with the City of Lowell and the Lowell Arena and Civic Stadium Commission regarding the design and use of an arena, through a long-term lease, by the University of Massachusetts Lowell, and to authorize the President to authorize the Chancellor for the Lowell campus to transfer campus funds not to exceed four million dollars to the Lowell Arena and Civic Stadium Commission, in accordance with Section 3.0 of the Memorandum of Understanding between the University of Massachusetts Lowell and the Lowell Arena and Civic Stadium Commission.

The Board members commented on the success of the campus in pursuing this project, and congratulated the campus and the city on this action. Trustee Andriolo also thanked the Trustees who have been involved in this process, particularly the members of the Athletic Committee.

The next item was the **FY 1997 Revenue-Based Budgets**. Vice President Lenhardt reminded the Board that these budgets constitute the second stage of budget approvals for the year, with approval of all revenue budgets which exceed $500,000. All of the budgets do have a positive balance.

It was moved and seconded. Trustee Okray then expressed his concern for the lack of consideration of the parking fee in this vote where he had requested a change in the parking fee.

It was then

VOTED: To approve the budgets and fee structures for the FY 1997 Revenue-Based Budgets at the Amherst, Boston, Dartmouth, Lowell, and Worcester campuses, and for Central Administrative Services, as described in Doc. T96-055, and further, to approve the establishment of the Planning Services Trust Fund and the Student Affairs Support Trust Fund at the Amherst campus, and the CAS Sales and Services Trust Fund for Central Administrative Services and their associated statements of trust, and further, to approve changes in trust names as appear in said document.

Trustee Okray is noted as being opposed to the motion.

The next item was the **Transfer of Funds to Quasi-Endowment, UMASS Amherst**. Vice President Lenhardt reported that the Amherst campus was designating funds from the licensing program to be transferred to the endowment and the campus would receive the annual revenue and increase in the principle which increases the overall assets of the campus.

It was moved and seconded. Trustees commended the administrators of the licensing program for its success and benefits seen on all campuses, but well-reflected in this motion.

It was then

VOTED: To authorize the President or his designee to request the University of Massachusetts Foundation to establish a new quasi-endowment for the Amherst campus, provided that expenditures from said endowment shall be unrestricted and shall be subject to the University of Massachusetts Foundation Spending Rate Policy, and further, to approve the transfer of $350,000 in Amherst campus licensing revenues to fund said endowment (Doc. T96-058).

The next item was the **Lease Agreement with Naval Station, UMASS Dartmouth**. Chancellor Cressy described the building that the campus would be leasing and programs that the building would house. It was moved, seconded and

VOTED: To delegate to the President who may sub-delegate to the Chancellor for the Dartmouth campus the authority, with the approval of the Division of Capital Planning and Operations, to lease for a nominal sum the Naval Reserve Training Building in New Bedford for use as classroom offices and laboratories by the Marine Science Technology Program at the Dartmouth campus.

The next item was the **Approval of Capital Program**. Chair Taylor referred the members to the information distributed in their packets describing the plan. Chair Taylor commended the President, Vice President Lenhardt and the Chancellors for this major step. He further commented on the Trustees concern for continued classroom maintenance.

It was moved and seconded. Some discussion regarding clarification of plans for classroom maintenance was held. Trustee Okray then expressed concern for the funding plans for the campus center in light of conversations he had with particular legislators regarding funds for the building. Some discussion regarding this was held. Deputy Chancellor MacCormack spoke to the careful planning that has gone into the campus center financing, including fundraising and other means for defraying the cost to students. The Trustees expressed their support for the program as a whole, and for the building of the campus center in particular, thanking the campuses for balancing safety and maintenance concerns with new construction interests.

Trustee Flores then moved the question. It was seconded and

VOTED: To move the question, Approval of the Capital Program.

It was then

VOTED: To approve the Capital Program Projects list, provided that the President is authorized to amend said list as he may deem to be in the best interest of the University except for new construction projects which shall require Board approval; and to authorize the President to take all steps necessary and appropriate to provide two hundred seventeen million dollars ($217 million) in capital funds over the next five years for the University-financed portion of the list.

Trustee Okray is noted as opposing the motion.

The next item was the Campus Center Fee, UMASS Boston. It was moved and seconded.

Trustee Okray expressed concern regarding the working of the motion in regards to the imposition of the campus center fee. The motion was amended to reflect this concern.

It was moved, seconded and VOTED to amend the motion.

It was then

VOTED: To approve the establishment of a Campus Center Trust Fund at the Boston campus, in order to meet the need for a dedicated source of revenue to support the debt service to be incurred in constructing the Campus Center; further, to authorize the imposition beginning the first semester in which the Campus Center is open of a Campus Center Fee on all students at the Boston campus, not to exceed the rates set forth in Doc. T96-019. All revenues from the Campus Center Fee shall be deposited in the Campus Center Trust Fund.

The next item on the agenda was a report of the Development Committee. Trustee Hoff reported that the Committee had held a meeting, other members on the Committee being Trustees Fey, Karam, Kraft, and Naughton. The Committee discussed its role in fundraising, strategies for system-wide fundraising, and the role of the Foundation. Trustee Hoff also said that the Committee had discussed holding a fundraising dinner in mid-November, and plans to offer a full report in coming months following discussions which would include the Chancellors and the Development Directors.

The next item on the agenda under Other Business was the Amendments to the Honorary Degree Policy. Chair Taylor noted that this amendment to the policy reflects current practice. It was moved, seconded and

VOTED: To approve the following amendments to the Honorary Degree Policy:

Procedures, #1,(3)
By striking the words "for consideration by the Executive Committee" in the second sentence and the words "on recommendations of the Executive Committee" in the third sentence.

The next item on the agenda was the Waiver of Student Trustee Election Policy, UMASS Worcester. It was moved, seconded and

VOTED: To waive the Student Trustee Election Policy deadline date listed in Doc. T91-133B at the University of Massachusetts Worcester for the 1996 election.

The next item on the agenda was the Amendments to the By-Laws. General Counsel Kirby reviewed the proposed changes particularly those which move the annual meeting of the Board, when it elects its officers, to the August Board meeting, thereby coinciding with Trustee terms. It was moved, seconded and

VOTED: To approve the following amendments to the By-Laws of the Board of Trustees of the University of Massachusetts:

Article II, Meetings of the Board, is hereby amended in the following manner:

Section 1(a)
By replacing the word "October" with the word "August".

Article III, Committees of the Board, is hereby amended in the following manner:

Section 4(b)
By striking the last sentence and replacing it with the following new sentences:
"An individual speaker is permitted to speak at the pleasure of the Chair for a maximum of three (3) minutes. The speaker's presentation may be supplemented by written material provided to the Secretary."

Article IV, Nominating and Special Committees, is hereby amended in the following manner:

Section 1(a)
The word "August" is replaced with the word "June" in the first sentence: the word "three" is replaced with the words "not less than three nor more than five" in said sentence; and the words "the annual meeting" are replaced with the words "appointment of a new Nominating Committee in June of" in the second sentence."

The next item on the agenda was the Appointment of the Nominating Committee. Chair Taylor reminded the Board that the appointment of this Committee falls to the Chair, and said that after discussions with many Trustees the Committee would include Trustees Giblin, Flores and Spence, with Trustee Naughton as chair and Chair Taylor as ex officio member. Chair Taylor encouraged Board members to consider discussion with these Committee members as an opportunity to review expectations of officers and also to enable the Board to function better and more efficiently. He further stated that the views of all members would be solicited. Some discussion regarding involvement of student Trustees was held, and student Trustees were encouraged, as other Trustees, to communicate their views to Committee members.

Chair Taylor then asked for a motion to go into Executive Session to discuss Awards of Tenure, UMASS Amherst, UMASS Boston and Appointments with Tenure, UMASS Amherst, UMASS Boston. He indicated that the Board would not reconvene in open session.

Chair Taylor voted for the motion as did Trustees Bogan, Fey, Flores, Foley, Giblin, Haynes, Karam, Lewenberg, McNeil, Naughton, Okray, Poduska, Rivera and Spence. The time was 11:05 a.m.

Elizabeth H. Tuthill Farrell

Elizabeth H. Tuthill Farrell
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, August 7, 1996; 9:15 a.m.
Durgin Hall, Fisher Recital Hall
University of Massachusetts
Lowell, Massachusetts

Trustees and Trustee Staff: Chair Taylor; Trustees Andriolo, Arciero, Bogan, Carter, Croft, Flores, Foley, Giblin, Haynes Hoff, Karam, Kraft, Lewenberg, McNeil, Naughton, O'Leary, Spence and Sweeney

Trustees Absent: Trustees Fey and Poduska

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice Presidents Deck and Lenhardt; Chancellors Cressy, Hogan, Lazare, Penney and Scott; Ms. Valerie Uber, University Budget Director

Faculty Representatives: Professors Carroll, Singh and Phelan

Chair Taylor convened the meeting at 9:35 a.m. The first order of business was Consideration of Minutes of the previous meeting of the Board.

It was moved, seconded and

VOTED: To approve the minutes of the June 5, 1996 meeting of the Board.

The next item on the agenda was the President's Report. The President reported that Chair Taylor would be stepping down as Chair after this meeting and that his three years serving as Chair served the University well and that more on this subject would be discussed later in the meeting.

President Bulger then thanked Joseph Deck, Interim Vice President for Academic Affairs for his help and friendship during the past seven months and expressed his best wishes on his return to the faculty at the Dartmouth campus.

He then spoke of the 7.2 % increase in state budget funds for FY1997, the signing of the $15 million Information Technology Bond Bill and the Massachusetts BioLogic Laboratory which has been transferred to the jurisdiction of the University.

President Bulger then spoke of the completion of the evaluation of Chancellor Aaron Lazare at the Worcester campus. He first thanked the Evaluation Committee and everyone that participated in the process including John DiBiaggio, President of Tufts University, David Greer, Dean Emeritus of the Brown University Medical School and Trustee William Giblin. The review concluded that Chancellor Lazare is a very able Chancellor, a very competent administrator and a very strong leader. It was pointed out that Chancellor Lazare could continue to count on strong support from the President's Office and the Trustee in the years to come.

President Bulger also commended Chancellor Hogan and the Lowell campus for the new arena, progress on the baseball stadium and student center and for the work being done to revitalize the great city of Lowell.

Chair Taylor then congratulated Chancellor Hogan on the opening of the downtown Book Store and offered his personal thanks to Vice President Deck for his contributions to the Board and the University. He then welcomed new Student Trustees Arciero, Carter and Croft and welcomed back Trustees Andriolo and Sweeney.

Chair Taylor then introduced the Consent Agenda. It was moved, seconded and

VOTED: To approve the following votes listed as items #a-c, on the Board Consent Agenda:

a. Clinical Management Board Minutes, May 23, 1996 (Doc. T96-095)

1. Clinical Management Board Minutes, April 25, 1996

To approve the minutes of the April 25, 1996 Clinical Management Board meeting with one correction as noted.

2. Medical Staff By-Laws

To approve the Medical Staff Bylaw changes as recommended by the By-Law Committee.

3. Credentialling Report

To approve the credentialling report as recommended by the Hospital Executive Committee and Health Professional Staff Credentials Committee.

4. Finance Committee Report

To approve the Finance Committee Report including the April, 1996 Financial Statements as presented by Finance Committee Chairman, Mr. Stephen Lenhardt.

b. Committee on Administration and Finance

1. Approval of Endowment Funds, UMASS Amherst

•W. S. Clark Memorial Fund

In acceptance with section 1A(e) and 11 of Chapter 75 of the General Laws to establish the W.S. Clark Memorial Fund at Amherst to provide for the maintenance and conservation of the W.S. Clark Memorial Site as more fully set forth in T96-088.

•Ann Hassett Memorial Fund

In accordance with section 1A(e) and 11 of Chapter 75 of the General Laws to establish the Ann Hassett Memorial Fund at Amherst for the purpose of providing a four year scholarship to an underprivileged and intellectually gifted student from Springfield as more fully set forth in T96-089 provided that the Chancellor is hereby delegated authority to select recipients and terminate assistance to recipients who fail to meet the stated criteria.

•Richard Jones Endowment Fund

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Richard Jones Endowment Fund at Amherst to provide awards to undergraduates majoring in dance as more fully set forth in T96-093.

•Helen Timson Scholarship Fund

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Helen Timson Scholarship Fund at Amherst to provide scholarships to students within the School of Education as more fully set forth in T96-094.

c. Audit Reports

1. Departmental Gift Accounts - Administration and Control, UMASS Amherst (Doc. T96-076)

2. Student Activities Trust Fund - Registered Student Organizations, UMASS Amherst (Doc. T96-077)

3. Vehicle Fuels Control Survey, UMASS Amherst (Doc. T96-078)

4. Report on Medical Claims Administration, Operational Procedures and Adjudication Process for the Supplemental Health Benefits Plan, 1995, UMASS Amherst (Doc. T96-079)

5. Employee Business Expense - Administration and Control, UMASS Boston (Doc. T96-082)

The next item on the agenda was the report of the Committee on Academic and Student Affairs. Trustee McNeil on behalf of the Committee thanked Vice President Deck for his work with Academic Affairs.

Trustee McNeil reported that Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Dartmouth and UMASS Lowell and Appointments with Tenure, UMASS Amherst, UMASS Lowell and UMASS Worcester would be discussed in Executive Session later in the meeting. She then reported that at the last meeting there had been a lengthy discussion on the Policy on Centers and Institutes. It was moved, seconded and

VOTED: To approve the University of Massachusetts Policy on Centers and Institutes as contained in Doc. T96-096, as amended.

Trustee McNeil then reported that the Committee had heard an Update on the Future of Engineering Study detailing the progress that has been made since the report had first been commissioned.

The next item was the Appointment as Distinguished Professor, UMASS Amherst. Trustee McNeil reported that Professor McIntosh has been with the UMASS faculty since 1967 and has been a nationally prominent and productive scientist with numerous journal publications, conference papers and is considered a highly effective teacher. She also noted that the Committee had suggested an event to recognize distinguished faculty be held inviting Trustees. It was moved, seconded and

VOTED: To concur with the President in the appointment of Robert E. McIntosh as Distinguished Professor at UMASS Amherst.

Chair Taylor turned to Trustee O'Leary for the report of the Committee on Administration and Finance. Trustee O'Leary reported that the Endowment Funds that were approved under the Consent Agenda had been discussed as well as an Overview of the FY1997 Budget, the FY1997 State Budget Allocations and an Administrative Redesign Update. Vice President Lenhardt and Ms. Uber, Budget Director then presented an overview of the FY1997 budget which is a blueprint planning document of the final budget. Some of the highlights included the impact of $40 million dollars in wage increases and the significant investments in physical plant and information technology.

The next item on the agenda was the report of the Audit Committee. Trustee Giblin reported that the Committee had met on July 10 and five audits had been reviewed and approved. Trustee Giblin then commended the team of Auditors for the detailed work and quality of writing that goes into the Audits.

The next item on the agenda was the report of the Development Committee. Trustee Hoff first welcomed Trustee Croft to the Committee and reported that at the meeting held earlier today there had been discussions about a major fundraising event during the next year. Also discussed was the hiring of a Development Officer at UMASS Lowell and the progress in the search for an Executive Director for the UMASS Foundation.

Reporting as Chair of the Athletic Committee, Trustee Bogan referred to Chancellor Scott's report listing the representatives from UMASS Amherst at the 1996 Olympics including Pam Hixon as Field hockey coach for the US national team.

The next item on the agenda under Other Business was the Department of Defense Exclusion List. It was moved, seconded and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess or will be processed for the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, Secretary or other person designated as Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the University and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Brian Andriolo	Trustee
James Arciero	Trustee
Daniel E. Bogan	Trustee
Sean M. Carter	Trustee
David C. Croft	Trustee
Grace K. Fey	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Robert J. Haynes	Trustee
Charles J. Hoff	Trustee
Robert S. Karam	Trustee
Myra H. Kraft	Trustee
Peter K. Lewenberg	Trustee
Ogretta V. McNeil	Trustee
John M. Naughton	Trustee
James F. O'Leary	Trustee
John William Poduska	Trustee
Rina K. Spence	Trustee
Timothy W. Sweeney	Trustee

Chair Taylor turned to Trustee Naughton for the report on the Nominating Committee who reported that the Committee had several meetings to develop the slate of Officers and Committee Leadership for the next year. Trustee Naughton then thanked the members of the Nominating Committee, Trustees Flores, Giblin, Spence and Taylor and all the Trustees who shared their thoughts and recommendations. He then pointed out the key position Trustee Lewenberg plays chairing the University of Massachusetts Building Authority.

It was moved, seconded and

VOTED: To confirm and approve the Officers and Committee Chairs of the Board set forth in Doc. T96-097, all to serve until the next annual meeting of the Board.

Trustee Haynes then made the following Resolution:

Whereas, Daniel A. Taylor assumed the duties of Chairman of the Board of the University of Massachusetts on October 6, 1993 at a critical time in the University's history;

Whereas, under his guidance the University has promulgated its mission as the Commonwealth's public university, and has taken positive and important steps toward becoming a top-ranked University;

Whereas, Daniel A. Taylor has worked tirelessly for the good of the University and by doing so has been a great University ambassador of good will, which has reflected well on himself, this Board of Trustees, and the entire University Community;

Whereas, it has been an honor to have served with him and we hope he will continue to provide us with his wise counsel and friendship for many years to come;

Whereas, he will be stepping down as Chairman of the Board of the University of Massachusetts;

Be it resolved, that the Board of Trustees of the University of Massachusetts, in a meeting assembled this seventh day of August, 1996 does hereby express not only its sincere and lasting gratitude but also the thanks from the University community for the contributions and commitment Daniel A. Taylor has made to the betterment of this institution, and;

Be it further, resolved that the Board of Trustees wishes him good health as well as further challenges to occupy him for many years to come.

President Bulger then made a presentation on behalf of the Board and thanked Chair Taylor for his commitment to the University and cited the many measures of leadership and commitment to maintaining the University's position in Massachusetts during his time on the Board.

Chair Taylor thanked the Board and congratulated Trustee Karam on his appointment as new Chair of the Board. He then spoke of the success the University has had in selecting and retaining quality faculty, building a resource base, pressing to deploy resources effectively and always striving for excellence. He also spoke of the many friendships he has made at the University and expressed his pleasure in working with President Bulger.

Chair Taylor then asked for a motion to go into Executive Session to discuss Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Dartmouth, UMASS Lowell and Appointments with Tenure, UMASS Amherst, UMASS Lowell, UMASS Worcester. He indicated that the Board would not reconvene in open session. Trustees Andriolo, Arciero, Bogan, Flores, Foley, Giblin, Haynes, Hoff, Karam Kraft, Lewenberg, McNeil, Naughton, O'Leary, Spence and Chair Taylor all voted for the motion. The time was 10:35 a.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, October 9, 1996; 9:15 a.m.
V.I.P. Room - Mullins Center
University of Massachusetts
Amherst, Massachusetts

Trustees and Trustee Staff: Chair Karam; Vice Chair Haynes; Trustees Andriolo, Arciero, Bissonnette, Bogan, Carter, Croft, Fey, Flores (left early), Foley, Giblin, Hoff, Kraft, Lewenberg, McNeil, Naughton, Spence and Sweeney

Trustees Absent: Trustee O'Leary

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice Presidents Botman and Lenhardt; Chancellors Scott, Penney, Cressy, Hogan and Lazare

Faculty Representatives: Professors May, Carroll, Singh and Phelan

Chair Karam convened the meeting at 9:35 a.m. The first order of business was Consideration of Minutes of the previous meeting of the Board.

It was moved, seconded and

VOTED: To approve the minutes of the August 7, 1996 meeting of the Board.

As part of the Chair's report, Chair Karam spoke of the previous evening's dinner that had honored distinguished faculty members on the Amherst campus who exemplified the quality of faculty on all of the campuses. The dinner also provided an opportunity to thank Daniel Taylor for his service to the University as Trustee and Chair.

The next item on the agenda was the President's Report. President Bulger also remarked on the faculty at last night's dinner and the work Daniel Taylor performed on behalf of the University. He then reported on the funding increase of 6% for each campus and the communication from Secretary of Finance Charles Baker informing him of the efforts to fund the University's five year capital plan. This means the construction projects vital to the campus may go forward.

President Bulger then introduced newly-appointed Vice President for Academic Affairs, Selma Botman. He noted that he and Dr. Botman plan to visit high schools across the Commonwealth meeting students, teachers and guidance counselors and encourage them to consider the University. Also in the works is a system-wide brochure highlighting each campus' strength and financial options. He also announced that the Medical Center has joined with Smith and Nephew in Andover, one of the foremost manufactures of medical devices jointly developing a Center in Research for Orthoscopic Surgery.

President Bulger then informed the Board that the Boston Red Sox recently announced a contribution of $30,000 to the program at the Amherst campus honoring the 50th anniversary of Jackie Robinson breaking the color barrier in major league baseball. He then mentioned next week's kick-off of "Capital Campaign" at UMASS Amherst which expects to raise $125

million dollars over a five year period; the Boston campus's campaign is scheduled to begin next week as well with a performance by singer Donna Summer. There will also be a ribbon cutting ceremony next week at the Massachusetts Ventures Center.

Chair Karam introduced newly-elected Trustee Diane Bissonnette. He then asked Chancellor Hogan to update the Board on the progress of the Lowell campus's efforts with the City on new facilities.

Chancellor Hogan thanked the President and the Board and in particular Trustees Lewenberg and O'Leary for making the Lowell strategy a reality. Chancellor Hogan then reported that in less than one year the new arena will open and house the University's ice hockey team and a semi-pro hockey league as well. Less than a year after that the baseball/football stadium will open which will be home to our baseball team and will be home to a Single A Boston Red Sox affiliate. The year after that, the summer of 1999 the new center for recreational and socializing activities will open.

Chancellor Scott then presented the Amherst Campus Strategic Action Plan for the next five years and thanked the President and the Board for their support. The highlights included:

- The Amherst campus plan is to assume a place as a major national research university through membership in the Association of American Universities (AAU).

- As the flagship, public land grant-research University of the Commonwealth the campus at UMASS Amherst is dedicated to creating a Commonwealth of Learning.

- The plan assumes the UMASS budget growth will at least mirror state growth providing $17.7 million (FY97-01) and $21.3 million for salaries. While the state cannot provide everything the Campaign will generate $125 M over the next five years, and the expectation to achieve $6 million recurring annually by 2001 to be used in meeting Strategic Action goals. We hope to hold curriculum fees constant; total revenue increase is expected to be $48.6 million dollars.

- 1) Teaching, Learning and Curricular Reform, 2) Advising and Retention, 3) Diversity, including to continue building diverse Faculty, Staff and Students, 4) Faculty and Staff Roles and Rewards, 5) Scholarships and Financial Aid, 6) New Community, including new agenda of Women and Faculty and Staff Development, 7) The Land Grant, - AAU Model including investments in faculty, Library and Information Technology are some of the areas that will be funded through this initiative.

- The importance of restructuring and reviewing the curriculum, beginning with the area of Life Sciences and BioTechnology.

- The need to reflect the diversity of high school students graduating and to strengthen outreach programs to K-12.

- The need for more attention to the infrastructure needs of the campus.

- The Restructuring Plan which includes Administrative Redesign and Retirement Incentive program.

Chair Karam thanked Chancellor Scott and introduced the Consent Agenda. It was moved, seconded and

VOTED: To approve the following votes listed as Items a-c, on the Board Consent Agenda:

a. Committee on Academic and Student Affairs (Item 1 was approved by the Committee on October 7, 1996)

1. Amendments to the Policy on Centers and Institutes (Doc. T96-096, as amended)

To approve the amendments to the University of Massachusetts Policy on Centers and Institutes as contained in Doc. T96-096, as amended.

b. Committee on Administration and Finance (Items 1-6 were approved by the Committee on October 3, 1996)

1. Revisions to the University Investment Policy (Doc. T92-031, Appendix F, as amended)

To approve the amendments to the Revised Investment Policy (formerly the Cash Management Policy), as contained in Doc. T92-031, (Appendix F, as amended).

2. Lease for the Chelsea Recycling Center, UMASS Lowell (Doc. T96-104)

To authorize the Chancellor of the Lowell campus, with the approval of the Division of Capital Planning and Operations, to lease for up to five years space not to exceed 1,500 net square feet of office space in the city of Chelsea for the use of the Chelsea Recycling Center.

3. Lease for Submillimeter Testing Laboratory, UMASS Lowell (Doc. T96-105)

To authorize the Chancellor of the Lowell campus, with the approval of the Division of Capital Planning and Operations, to lease for five years approximately 15,562 square feet of office space and sixty parking spaces at 175 Cabot Street in Lowell for the use of the Submillimeter Testing Laboratory.

4. Revisions to Self Insurance Trust Document (Doc. T90-056, as amended)

To approve the following amendments to the Self Insurance Program (Doc. T93-126) and to authorize the Secretary of the Board to execute an amended document with these changes:

Add a new clause (f) to Section II. Exclusions, of Part 1 Professional Liability which states as follows:

(f) As respects the furnishing of Professional Services in the operation of a managed care organization as stated in the definition of **Professional** Services:

(i) To the willful violation of a statute, ordinance or regulation committed by or with the knowledge or consent of an Insured;

(ii) To any criminal, dishonest, malicious acts, errors or omissions, or those of a knowingly wrongful nature committed by or at the direction of an **Insured**;

(iii) To any payment obligations assumed by the **Insured** as a carrier, insurer, reinsurer, or third party payor;

(iv) To the violation or alleged violation of the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, or any state Blue Sky or securities law or similar state or federal statute and any regulation or order issued pursuant to any of the foregoing statutes, or any actual or alleged violation of the Racketeer Influenced and Corrupt Organizations Act, 18 USC Section 1961 et seq, and any amendments, or any rules or regulations promulgated;

(v) To any action or proceeding brought by or on behalf of any federal, state or local government regulatory agency or administrative agency, whether such action or proceeding is brought in the name of such agency, or by or on behalf of such agency in the name of any other individual or entity.

(vi) To liability arising from any responsibilities, obligations or duties imposed upon fiduciaries by the Employee Retirement Income Security Act of 1974 or similar provisions by any federal, state, or local statute or common law, or any amendments thereto, or any rules or regulations promulgated thereunder.

Strike the current clause (e) and replace it with the following new clause (e):-

(e) Any person not covered under paragraphs (a) through (d) above who at the express direction or request of the **Named Indemnitee**, renders the following **Professional Services**:

Service as a member of or as a participant in a formal medical accreditation, quality assurance, peer review or similar medical professional board or committee of the **Named Indemnitee**, or as a person charged with the duty of executing directives from:

1. any such board, committee or society, or

2. any hospital management board or any successor body or its committees and any committee of the **Named Indemnitee** whether advisory or managing; or

Peer review. utilization review, healthcare cost review, or any other similar activity connected with the ownership, management of or in connection with providing Professional Services in the operation of a managed care organization as stated in the definition of **Professional Services**.

Add a new clause (3) as follows:-

(3) Any professional services in the operation of a managed care organization, including, but not limited to:

(a) utilization review activities, being the process of evaluating the appropriateness or necessity of proposed or already performed professional services of a medical nature, or the reasonableness of the proposed or already incurred costs of such services, for the purpose of determining whether such services or costs will be approved by the **Insured**, regardless of whether such evaluation is done prospectively, concurrently or retrospectively; and,

(b) any of the following services or activities performed or provided by any **Insured** for or on behalf of a **Named Insured**: quality assessment or cost review in respect of professional services of a medical nature; designing managed health care plans, appointment and reappointment, credentialling, and delineation of clinical privileges for managed health care plans; performing underwriting and risk selection functions for managed health care plans; quoting or classifying risks for managed health care plans; selling insurance under a managed health care plan; processing applications for managed health care plans; enrollment processing for managed health care plans; billing and collecting premiums for managed health care plans; issuing policies or certificates of insurance for managed health care plans; determining eligibility for coverage under managed health care plans; adjusting, investigating or handling claims for benefits or coverages under managed health care plans; marketing managed health care plans; selecting or contracting with health care providers; reimbursing or paying health care providers: actuarial services for managed health care plans; data processing services for managed health care plans; recovery subrogation services in respect of managed health care plans; risk management and loss control operations solely with respect to managed health care plans: and other services or activities customarily and ordinarily performed with respect to the management, administration or operation of managed health care plans.

5. <u>University of Massachusetts Building Authority Financing (Doc. T96-109)</u>

WHEREAS, the University of Massachusetts (the "University") intends (i) that the projects described in Attachment I to this Vote (the "Projects") be undertaken, (ii) that all or a portion of the costs of the Projects be financed through the issuance of tax-exempt bonds by the University of Massachusetts Building Authority (the "Authority Bonds") and The Commonwealth of Massachusetts (the "Commonwealth Bonds") and (iii) that there shall be reimbursed from proceeds of the Authority Bonds and the Commonwealth Bonds (collectively, the "Bonds") certain expenditures for the Projects made prior to the issuance of the Bonds;

NOW, THEREFORE, BE IT RESOLVED that the University declare and it hereby declares its official intent under Section 1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The University reasonably expects that there shall be reimbursed from the proceeds of Authority Bonds and Commonwealth Bonds, expenditures (including expenditures made within the last 60 days) temporarily advanced for the Projects by the University, the maximum principal amount of Authority Bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being $120,000,000, and the maximum principal amount of Commonwealth Bonds, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being $120,000,000.

6. Authorization for University of Massachusetts Building Authority to Transfer Land to Lowell Arena Commission for Baseball Stadium (Doc. T96-110)

BE IT RESOLVED:

WHEREAS, pursuant to St. 1991, c. 142, S33, the rights, powers, duties, and properties of the board of trustees of the University of Lowell shall be exercised, performed and held by the board of trustees of the University of Massachusetts ("the Board"); and

WHEREAS, pursuant to St. 1995, c. 267, S22, all real and personal property and all duly existing contracts, leases and obligations of the University of Lowell Building Authority were transferred to the University of Massachusetts Building Authority ("the Authority"); and

WHEREAS, Section 10.2 of the Restated Contract for State Financial Assistance and Services dated as of September 1, 1976 between the Commonwealth of Massachusetts, acting by and through the Board of Trustees of the University of Lowell, and the University of Lowell Building Authority, as supplemented ("the Contract"), provides that the Authority shall not, without the written approval of the Board, assign, mortgage, pledge, or otherwise encumber any project, or any part thereof, or any properties used in connection therewith; and

WHEREAS, the Authority is the owner of land located at 450 Aiken Street in Lowell, Massachusetts, as evidenced by Certificate of Title No. 13373, and shown as Lots 1 and 2 on subdivision plan 26607 B, filed with Certificate of Title No. 10248, and bounded and described as follows:

Southeasterly by the northwesterly line of Aiken Street, two hundred twenty-nine and 98/100 (229.98) feet;

Southeasterly by the northwesterly line forming the junction of said Aiken Street and Pawtucket Street, one hundred five and 94/100 (105.94) feet;

Southerly by the northerly line of said Pawtucket Street, three hundred forty-one and 2/100 (341.02) feet;

Westerly by land now or formerly of Jacob Swartz et al, three hundred fifty-seven and 90/100 (357.90) feet;

Northwesterly by said Swartz et al land and by land now or formerly of the Proprietors of the Locks and Canals on Merrimack River, three hundred fifty-five and 24/100 (355.24) feet; and

Northeasterly by said land of the Proprietors of the Locks and Canals on Merrimack River, five hundred twelve and 37/100 (512.37) feet; and

WHEREAS, the acquisition of the land and the buildings thereon (collectively, "the Property") and the improvement of the Property were part of a project financed by Lowell Technological Institute Building Authority Facilities Bonds, First Series; and

WHEREAS, by lease dated as of November 1, 1968, and amended October 29, 1971, the Authority leased the Property to the Lowell Technological Institute Research Foundation, now the University of Massachusetts-Lowell Research Foundation ("the Research Foundation"); and

WHEREAS, the Lowell Arena Commission, a commission established by the City of Lowell pursuant to St. 1994, c.325, wishes to acquire the Property; and

WHEREAS, the Authority and the Research Foundation wish to terminate the lease of the Property; and

WHEREAS, the Board acknowledges that the termination of the lease of the Property and the rent payable to the Authority as lessor of the Property will not substantially affect the Authority's Net Revenues (as defined in the Contract): and

WHEREAS, the Authority desires to convey the Property to the Lowell Arena Commission for nominal consideration;

NOW THEREFORE, the Board
1. Approves the termination of the lease of the Property between the Authority and the Research Foundation, and

2. Approves the conveyance of the Property by the Authority to the Lowell Arena Commission.

c. <u>Audit Reports (Items 1 &2 were approved by the Audit Committee on September 10, 1996)</u>

1. <u>Audit Firm Selections (Doc. T96-098)</u>

•Combined Student Health Trust Funds Supplemental Health Benefits Plan, UMASS Amherst
•WUMB-FM Radio, UMASS Boston

To concur with the recommendation of the University Senior Director for Auditing to select the firm of KPMG Peat Marwick LLP to perform the audits of Combined Student Health Trust Funds and Supplemental Health Benefits Plan, UMASS Amherst

and further,

To concur with the recommendation of the University Senior Director for Auditing to select the firm of Wolfe & Company, P.C. to perform the audits for WUMB-FM Radio, UMASS Boston.

2. Three Year Audit Plan, FY1997-FY1999

To approve the FY97-99 Audit Operations Plan as contained in Doc. T96-099.

The next item on the agenda was the report of the Committee on Academic and Student Affairs. Trustee McNeil reported that the Committee had met on October 7 with all members present. She then welcomed Vice President Botman to her role as Vice President for Academic Affairs.

Trustee McNeil then called on Trustee Carter who informed the Board that Branch Rickey 3rd, grandson of Branch Rickey who signed Jackie Robinson will be speaking today at Herter Hall. All are invited.

Trustee McNeil applauded President Bulger and Vice President Botman for their plans to visit high schools informing students of the advantages of attending the University.

Trustee McNeil then reported that the Committee had a lengthy discussion surrounding Authorization to Amend Student Disciplinary Codes. The Committee had heard from former Trustee John Okray and Trustee Croft about their concerns on the motion being recommended by the President based on recommendations from the Chancellors and asked that the Committee consider an amended version. After discussion, the Committee unanimously adopted the motion before you. The motion tabled by the Board in June is listed under Other Business on the agenda but because this new motion supersedes the tabled motion, Trustee McNeil asked that the tabled motion remain on the table.

Trustee Croft reported that while he still feels there is more work needed, particularly in clarifying the language of the current Codes of Student Conduct, he withdraws the motion from last May and requests that the current motion be considered forthwith.

It was moved, seconded and

VOTED: To authorize the President to approve amendments to the student disciplinary codes for each campus to reflect the recommendations contained in the Report of the Ad Hoc Chancellors' Advisory Group on Codes of Student Conduct, including:

1. Every undergraduate or graduate student subject to disciplinary procedures for violations of conduct regulations shall be allowed to be accompanied by an advisor during a hearing or an appeal. The nature and extent of the advisor's participation shall be determined by campus procedures. The advisor must be selected from the campus community, and may include another student or a full-time employee of the campus. Attorneys shall be prohibited from serving as advisors or otherwise accompanying the student, with the exceptions noted below.

2. Any undergraduate or graduate student subject to disciplinary proceedings who faces pending criminal charges arising from the same facts shall be permitted to select as his advisor an attorney, without regard to whether the attorney is

a member of the campus community. This right to have an attorney present (at the student's expense) will also apply when in the judgment of the hearing officer or panel it appears likely that such charges will be filed. Any student who elects to be accompanied by an attorney should be required to give advance notice to the hearing entity.

3. Any undergraduate or graduate student who has been found guilty at a disciplinary hearing and who has been given a penalty of expulsion or suspension from the University for more than ten days should have the right, at the student's expense, to submit a written statement drafted by an attorney that will be considered by the final appellate entity before a final decision is issued.

4. If students are represented by counsel under ¶ 2 or ¶ 3, counsel may not be an employee of the student legal services offices supported by University funds.

The next item was the Establishment of the Robert C. Wood Visiting Professorship, UMASS Boston. It was noted that Robert Wood had served as President and currently works at the University of Massachusetts at Boston. Chair Karam thanked Dr. Wood and his wife for their generosity. It was moved, seconded and

VOTED: To establish the Robert C. Wood Visiting Professorship of Public and Urban Policy at the University of Massachusetts Boston.

Trustee McNeil reported that Appointments with Tenure, UMASS Dartmouth, UMASS Lowell would be discussed in Executive Session later in the meeting.

The final item on the agenda had been an Update on Enrollment Planning. The Chancellors then gave brief updates on their campus's enrollment figures.

Trustee Spence reported for the Committee on Administration and Finance and noted that several items had been voted on under the Consent Agenda. She then asked Vice President Lenhardt to update the Board on the first item, FY1997 State Appropriation Allocation. It was moved, seconded and

VOTED: To approve the following FY 1997 state appropriation allocations:

Amherst	$180,172,483
Boston	$66, 015,014
Dartmouth	$36,703,467
Lowell	$56,926,553
Worcester	$28,908,139
Donahue Institute for Governmental Services*	$758,403
University Health & Welfare Fund**	$2,621,570
President's Reserve	$207.490
TOTAL	$372,313,119

*Includes UMASS Economic Project.
**Reserve for state employee dental insurance.

Further, to authorize the President to make adjustments to the campus allocations for support of the President's Office and Central Administrative Services, to be reflected in the final allocation schedule submitted to the state.

The next item was FY1997 University Operating Budget. Trustee Spence noted that 3-7% of the budget has been dedicated to infrastructure. It was moved, seconded and

VOTED: To approve the FY 1997 Operating Budget for the Amherst, Boston, Dartmouth, Lowell, and Worcester campuses, the System Administration, and the Maurice Donahue Institute for Governmental Services, as contained in Doc. T96-081.

The next item was FY1998 State Budget Request Guidelines. It was moved, seconded and

VOTED: To approve the Budget Request Guidelines (Doc. T96-102), which will be utilized in developing a request to the state for support in the next fiscal year.

And further,

To authorize the President to prepare and submit the FY 1998 State Appropriation request using approved Budget Request Guidelines.

The next item was FY1996 Treasurer's Investment Report. It was moved, seconded and

VOTED: To accept the FY 1996 Treasurer's Investment Report as contained in Doc. T96-103.

Trustee Haynes commended the President for the success with the budget and the capital plan.

Trustee Giblin gave the report of the Audit Committee. The Audit reports had been approved under the Consent Agenda and it was reported that the reports had been of high quality.

Trustee Hoff gave a report of the Development Committee which is in the process of recommending changes to the Foundation organization. The Committee members had a discussion with Peter Nesson who has raised money for different organizations, including Harvard Medical School. He further reported that there would be a million dollar scholarship award at a University-wide gala that will be finalized for the spring.

The next item on the agenda under Other Business was Amendments to the By-Laws. Chair Karam explained that these amendments were designed to terminate the existence of the External Affairs Committee. It was moved, seconded and

VOTED: To approve the following amendments to the By-Laws of the Board of Trustees of the University of Massachusetts:

Article III, Committees of the Board, is hereby amended as follows:

Section 1

By replacing the word "seven" with the word "six."

By striking the words "the External Affairs Committee."

And further,

By striking Section (f).

By replacing the section designation "(g)" with the section designation "(f)".

The next item was the Department of Defense Exclusion List. It was moved, seconded and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess or will be processed for the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, Secretary or other person designated as Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the University and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Brian Andriolo	Trustee
James Arciero	Trustee
Diane E. Bissonnette	Trustee
Daniel E. Bogan	Trustee
Sean M. Carter	Trustee
David C. Croft	Trustee
Grace K. Fey	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Robert J. Haynes	Trustee
Charles J. Hoff	Trustee
Myra H. Kraft	Trustee
Peter K. Lewenberg	Trustee
Ogretta V. McNeil	Trustee
John M. Naughton	Trustee
James F. O'Leary	Trustee

John William Poduska	Trustee
Rina K. Spence	Trustee
Timothy W. Sweeney	Trustee
Daniel A. Taylor	Trustee

Chair Karam then asked for a motion to go into Executive Session to discuss Appointments with Tenure, UMASS Dartmouth, UMASS Lowell and Honorary Degrees. He indicated that the Board would not reconvene in open session. Trustees Andriolo, Arciero, Bissonnette, Bogan, Fey, Foley, Giblin, Haynes, Hoff, Karam, Kraft, Lewenberg, McNeil, Naughton, Poduska and Spence voted for the motion. The time was 11:15 a.m.

Barbara DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Tuesday, December 3, 1996; 7:00 p.m.
University Room
Beechwood Inn
363 Plantation Street
Worcester, Massachusetts

Trustees and Trustee Staff: Chair Karam; Trustees Andriolo, Bissonnette, Carter, Croft, Fey, Flores, Foley, Giblin, Haynes, Hoff, Lewenberg, McNeil, Mihos, Naughton, Spence and Sweeney

Trustees Absent: Trustees Arciero, Bogan, Kraft, O'Leary and Poduska

University Administration: President Bulger; Vice President and General Counsel Kirby; Chancellors Hogan, Lazare, Penney and Scott; Vice Presidents Botman, Chmura, Julian and Lenhardt

Guests: Neil Blacklow, Hank Duffey, Cornelius Ferris, Michael Greene, Barbara Greenberg, Derrick Hollings, William Kelleher, Lynn Manfred, Thomas Manning, Arthur Pappas, Arthur Russo, Richard Stanton, Gerald Steinberg

Chair Karam asked for a motion to go into Executive Session to discuss a matter relating to the exchange or lease of real property. He indicated that the Board would not reconvene in open session. The time was 8:35 p.m.

It was moved, seconded and

VOTED: To enter Executive Session.

There being no further business to come before the Board the meeting was adjourned at 9:45 p.m.

Barbara F. DeVico
Staff Assistant

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, December 4, 1996; 9:15 a.m.
Faculty Conference Room
University of Massachusetts
Worcester, Massachusetts

Trustees and Trustee Staff: Chair Karam; Trustees Andriolo, Arciero, Bissonnette, Carter, Croft, Fey, Flores, Foley, Giblin, Haynes, Hoff, Lewenberg, McNeil, Mihos, Naughton, O'Leary, Poduska, Spence and Sweeney

Trustees Absent: Trustees Bogan and Kraft

University Administration: President Bulger; Vice President and General Counsel Kirby; Vice President Lenhardt; Vice President Botman; Chancellors Cressy, Hogan, Lazare, Penney and Scott; Deputy Chancellor Russo

Faculty Representatives: Professors Cooke, Knight, May Phelan and Singh

Chair Karam convened the meeting at 9:15 a.m. The first item on the agenda was **Consideration of the Minutes** of the previous meeting of the Board. Without discussion, it was moved, seconded and

VOTED: To approve the minutes of the October 9, 1996 meeting of the Board.

Chair Karam then introduced the newest member of the Board, Mr. Christy Mihos.

The next item on the agenda was the **President's Report**. The President reported that his visits to high schools around the Commonwealth have been met with enthusiasm with both students and the school administrators. He also discussed his intention to lower tuition by 5% also proposed by Chair James Carlin of the Board of Higher Education.

President Bulger then reported that the plans for administrative redesign are moving forward as well as the development plans for the UMASS Foundation structure. He thanked the Chancellors and the Development Officers for their work with Foundation matters.

Chair Karam then introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To approve the following votes listed as items #a-d, on the Board Consent Agenda:

a. **Clinical Management Board Minutes, July 11, 1996 (Doc. T96-114)**

1. **Clinical Management Board Minutes, May 23, 1996**

To approve the minutes of the May 23, 1996 Clinical Management Board meeting with one correction as noted.

2. Renovations to the Emergency Department

To permit renovations to the Emergency Department, as outlined by the TRO Project Study, Option C with a total project cost not to exceed $15,010,000.

3. FY1997 Budget

To approve and accept the Fiscal Year 1997 Budget as presented by the Finance Committee.

4. Delegation to the Clinical Management Board Executive Committee

It was approved to delegate to the CMB Executive Committee authority to specifically review and approve 1) the report of the CMB Information Sub Committee proposal to buy or lease computer equipment and 2) the Operating Room project.

5. Cord Blood Program

To approve an expenditure of $450,000 over the next 30 months to develop the Cord Blood Program.

6. Medical Staff By-Law Changes

To approve the Medical Staff by-law changes as recommended by the By Law Committee.

7. Credentialling Report

It was approved with one abstention to accept the Credentialling report as recommended by the Hospital Executive Committee and Health Professional Staff Credentials Committee at their May and June 1996 meetings.

8. Plan for Patient Care Services

To approve the Plan for Patient Care Services as presented.

b. Clinical Management Board Minutes, September 26, 1996 (Doc. T96-114)

1. Clinical Management Board Minutes, July 11, 1996

To approve the minutes of the July 11, 1996 Clinical Management Board meeting as recorded.

2. Liver and Cardiac Transplantation Programs

To support William Meyers, M.D. proposed application for Liver and Cardiac Transplantation Programs at UMMC.

3. Report of the Finance Committee

To approve the Report of the Finance Committee.

4. Unaudited Financial Statements for July and August

To approve the Unaudited Financial Statements for July and August.

5. Credentialling Report

To approve the Report of the Credentialling Committee.

c. Committee on Administration and Finance - November 21, 1996

1. University Purchasing Policy/Consultant Services Policy (Doc. T92-031, Appendix A, as revised, Appendix D, as revised)

To approve the amendments to the Purchasing Policy, as contained in Doc. T92-031 (Appendix A, as revised) and to the Consultant Services Policy, as contained in Doc. T92-031 (Appendix D, as revised).

2. University Tuition Waiver Policy (Doc. T96-129)

To approve the Tuition Waiver Policy subject to any discussion required by law for employees covered by collective bargaining. This policy shall supersede and rescind all other policies in the University which are inconsistent herewith including (but not limited to) Doc. T83-098; provided however, that the Board of Trustees expresses its intention to support requests for new categorical waivers including waivers for students with special talents.

3. Endowed Professorships, UMASS Amherst (Doc. T96-116)

To approve the establishment of the following endowments:

•Establishment of the Joseph P. Flavin Professor of Entrepreneurship

•Establishment of the Leonard J. Horowitz Professorship in Latin American Politics and Studies

4. Electron Microscopy Laboratory, UMASS Amherst (Doc. T96-122)

To name the Polymer Morphology Lab at the Amherst campus the W.M. Keck Electron Microscopy Laboratory.

5. Mullins Center Capital Projects, UMASS Amherst (Doc. T96-134)

WHEREAS The University of Massachusetts Building Authority (The " Authority") is authorized by Chapter 773 of the Acts of 1960, as amended, among other things, to provide dormitories, dining commons and other buildings and structures for the use of the University of Massachusetts (the "University"), its students, staff and their dependents and certain organizations related to the University, to alter, enlarge reconstruct, remodel and do other work in or upon or respecting any building or structure, to provide and install furnishings, furniture, machinery, equipment and facilities in or for or related to any such building or structure and to initiate projects for such purposes upon written request made by authority of the Board of Trustees (the "Trustees") of the

University and upon written approval from the Commissioner of Administration; and

WHEREAS the Authority has previously issued its $23,855,278.85 Project Revenue Bonds, Series 1988-A (the "Bonds") for the purpose, among others, of financing a portion of the costs of constructing the William D. Mullins Memorial Center (the "Mullins Center") at the Amherst campus of the University; and

WHEREAS approximately $2,000,000 of the proceeds of the Bonds are available to be applied to the purposes for which the Bonds were issued, which include further work on the Mullins Center; and

WHEREAS in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that the Authority initiate the projects described below;

NOW THEREFORE BE IT RESOLVED THAT

The President of the University be and he hereby is authorized in the name and on behalf of the Trustees to make a written request of the Authority that the Authority initiate the following five projects with respect to the Mullins Center as more fully described in the attached letter from Chancellor David Scott dated November 6, 1996:

Installation of Heat Trace Roof Downspouts
Installation of Ladders and Walk Pads for Ice Rink Roof
Installation of Fall Protection Rigging Equipment
Upgrade of Electrical Centrifugal Chiller
Enhancement of Dehumidification System for Ice Rink

The President of the University and all other officers of the University be and they are and each acting singly is authorized and directed to request the Commissioner of Administration to approve in writing the undertaking by the Authority of the projects a request for which is hereby authorized and to do such other things and to take such other action as to the officer or officers so acting shall, as conclusively evidenced by their taking the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

6. Naming of Residence Dining Hall, UMASS Dartmouth (Doc. T96-139)

To name the Residence Dining Hall on the Dartmouth campus in honor of former Governor Endicott Peabody.

d. Audit Committee - November 21, 1996

• Audit Reports

1. Fiscal Year 1996 University Financial Report (Doc. T96-118)

2. Clinical Services Division, Audited Combined Financial Statements and Other Financial Information, UMASS Worcester (Doc. T96-131)

3. WUMB-FM Audited Financial Statements and Management Letter, FY96, UMASS Boston (Doc. T96-132)

4. WFCR & Friends of WFCR Audited Financial Statements and Management Letter, FY96, UMASS Amherst (Doc. T96-133)

5. Clinical Systems Upgrade, Meditech 4.3 to 4.5, UMASS Worcester (Doc. T96-128)

6. President's Office Expenditures, FY95 & First Half FY96 (Doc. T96-127)

7. Pharmacy & Clinical Pharmacy Follow-Up Report, UMASS Worcester (Doc. T96-083)

Chair Karam then reported on yesterday's meeting of the Committee of the Whole. Each campus had given a report on the status of their Administrative Redesign/Academic Restructuring plans. He then asked Vice President Kirby and Deputy Chancellor Russo to give the **Annual Report of the Worcester City Campus Corporation d/b/a UMASS Health System**. Vice President Kirby explained that the Board as sole member of the Corporation needed to hold its annual meeting and elect directors. Dr. Russo presented some background information on the status of the Worcester City Campus Corporation and the activities over the past year. It was then moved, seconded and

VOTED: To elect the following individuals to the Board of the Worcester City Campus Corporation d/b/a UMASS Health System; those so designated shall be officers of the Corporation and the Board of Directors shall consist of at least six members:

Arthur R. Russo, M. D.	President
Stephen W. Lenhardt	Treasurer
Derrick Hollings	Clerk
Michael Greene	
Michael Hogan	
Andrew C. Knowles	
Aaron Lazare	
Marilyn Plue	
Richard Stanton	

The next item on the agenda was the report of the Committee on Academic and Student Affairs. Trustee McNeil first recognized two events at the Amherst campus, the Conference celebrating the inauguration of the Graduate Program of African-American Studies which featured renowned scholars from around the country and the Conference hosted by the Center for Renaissance Studies. Professors Terry, Bracey and Kinney had been introduced as well as two students, Ms. Tanya Mears and Mr. Michael Forbes. Trustee McNeil then informed the Board that information on the Conference and/or the Program is available.

Trustee McNeil then introduced the one action item on the Agenda, **Appointments as Distinguished Professor, UMASS Boston**. Both Professors have distinguished themselves as first rate researchers and teachers. It was then moved, seconded and

VOTED: To concur with the President in the appointment of Kamaljit Bawa as Distinguished Professor of Biology at the University of Massachusetts Boston.

And further,

To concur with the President in the appointment of Lawrence Blum as Distinguished Professor of Liberal Arts and Education at the University of Massachusetts Boston.

Trustee McNeil reported that there had been several informational items which were referred to the Committee on Administration and Finance for vote, **Naming of the Polymer Morphology Laboratory, UMASS Amherst and the Establishment of Named Professorships, UMASS Amherst**, and an U**pdate on Outreach and Distance Learning**.

The final item on the agenda had been a report on **Enrollments and Admissions** where there had been a lengthy discussion. It had been suggested that the issues discussed such as retention strategies and a system enrollment plan be an item on an upcoming Committee of the Whole meeting agenda so that the entire Board is aware of where the University is headed in terms of enrollment management.

Chair Karam then turned to Trustee Spence for the report of the Committee on Administration and Finance. She reported that there had been a presentation of the FY 1996 Financial Statement which focused on financial indicators and how best to achieve the targets. She also reported that several items that had been on the agenda were voted on under the Consent Agenda and that Trustee Foley would be giving a report on the results of his Ad Hoc Committee on University Health Care later in the meeting.

The first item for action was **Consideration of a Tuition Reduction**. It was moved, seconded and

VOTED: In accordance with Section 1A of Chapter 75 with Section 9 (i) of Chapter 15A of the General Laws, to authorize and direct the President to recommend specific student charges for Academic Year 1997-98 at or before the April Board meeting, provided, however, that such recommendation shall provide for an average overall 5% reduction in in-state undergraduate tuition rates across the campuses.

The next item was **Approval of the Principles of Employee Conduct**. It was moved, seconded and

VOTED: To approve the Principles of Employee Conduct as contained in Doc. T96-136, as amended subject to any discussions required by law for employees covered by collective bargaining agreements.

The next two items were **Establishment of Biologics Laboratory Trust Fund and Authorization to Execute Biologics Contract with Department of Public Health**. It was moved, seconded and

VOTED: To establish, in accordance with the provisions of subsection (g) of section 43 of chapter 75 of the General Laws, the University of Massachusetts Biologic Laboratories Trust Fund at the Worcester campus to support the research, development and production of vaccines and other biologic products, including agreements with private parties in accordance with subsection (d) of said section 43, and related training in those processes, previously performed by the Department of Public Health for the benefit of the citizens of the Commonwealth who benefit from its programs supporting childhood immunization, orphan products, and the public health. Expenditures from the Fund shall pay for the cost of the operations, management and activities of the Laboratory and related support provided by the Medical Center and the University.

The Laboratory shall give an absolute preference to the research, development and production of those biologic products which relate to childhood diseases.

The Trust shall be assessed by the Office of the President for administrative services. The rate of that assessment and the rate of any other indirect or overhead charge to be made

against the Trust fund shall not exceed 10% unless approved by the Advisory Board established by section 43 of the General Laws.

Further, to authorize spending from such Trust Fund in Fiscal Year 1997 not to exceed the revenues received by the Fund in that year. Annual budgets shall be required for each fiscal year thereafter.

And Further, to authorize the Chancellor to waive the application of any University policy applicable to the operation of such Trust Fund (except for the Intellectual Property Policy and the Policy on Conflicts of Interest Relating to Intellectual Property and Commercial Ventures at UMASS Worcester) during Fiscal Year 1997 which he deems necessary to ensure a smooth transition of the State Biologics Laboratory from the Department of Public Health to the University. No such waiver shall extend beyond Fiscal Year 1997 and all University policy shall apply as of July 1, 1997 and thereafter.

And further,

VOTED: To authorize the President to take all actions and execute all documents including the agreement(s) with the department of Public Health that he deems necessary to accomplish the transfer to and establishment of the Biologics Laboratories at the University.

Trustee Foley and Mr. Lapidas, Director of Network Affiliations/Managed Care then gave the University Health Care Report which summarized the results of the study which had been appointed to focus on the structure of the five campuses' student health service programs.

Following the presentation Trustee Foley thanked the members of the Ad Hoc Committee for their work on this project over the past year. The Chancellors will consider the recommendations in the study and report back to the Board in the near future.

In Trustee Bogan's absence, Trustee Foley then gave the report of the Athletic Committee. The Committee had heard from Mr. Marcum at the Amherst campus on the policy of agents on campus and ticket procedures. There had also been a lengthy discussion concerning astroturf at the Amherst campus particularly concerning Garber Field. A Task Force has been set up to study the issue and will report back to the Committee.

Trustee Foley reported that the Athletic Directors from each campus had updated the Committee on athletic-related activities on campus over the past year.

The next item on the agenda was the report of the Audit Committee. Trustee Giblin reported that the Committee had met on November 21 and seven audits had been reviewed and approved. He also reported that there had been a discussion about the need to identify and develop options for a Worcester corporate compliance program.

Trustee Hoff then gave a report of the Development Committee. The first item on the agenda was Approval of the Endowment Incentive Program Implementation Procedures. It was moved, seconded and

VOTED: To approve the Endowment Incentive Program Implementation Procedures as contained in Doc. T96-135.

Trustee Hoff also reported on the status of the Fundraising Event tentatively scheduled for a date in May, 1997 with approximately 800 participants expected. It was decided that the President will hire an

Event Planner to direct the efforts for this event. There was also discussion that this event tie-in with an inauguration ceremony for President Bulger.

There had also been a discussion of revising the **UMASS Foundation Structure**. It was noted that the new structure would strengthen fundraising and the management of funds. The President is to begin discussions with the Foundation Board regarding these changes.

Trustee Carter then asked that the Board take into the account the differences between the Amherst and Boston campuses when discussing the Student Health Care issues.

Chair Karam then asked for a motion to go into **Executive Session** to discuss an **Honorary Degree, UMASS Amherst.** He indicated that the Board would not reconvene in open session.

Chair Karam voted for the motion as did Trustees Andriolo, Arciero, Bissonnette, Fey, Flores, Foley, Giblin, Haynes Hoff, McNeil, Mihos, Naughton, O'Leary, Poduska and Spence. The time was 10:45 a.m.

Barbara F. DeVico
Staff Assistant